

Participative Management in Post Liberalisation- A case study of Indian Jute industry

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Abstract

The concept of employee participation in organization's decision making is not new. However, the idea couldn't gain that much popularity among organizations. Studies have shown that only 3-5 percent of organizations have actually implemented this concept in their daily operations. Jute Industry is one of the oldest and high labour intensive industries particularly unskilled and semiskilled. This industry lost huge number of manly hours and productivity due to poor industrial relations. Various studies revealed that the industrial relations are improved in post liberalization in India. So, the researcher studied the importance and application of participative management in post liberalization in this industry. The researcher collected the opinions from the sample respondents through a questionnaire and analyzed with five point Likert scale and weighted average. It reveals in post liberalization employers recognized the importance of participative management which improve the operational efficiency of the employees and maintain cordial industrial relations.

Keywords: Participative Management, industrial relations, liberalization, jute industry, operational efficiency, productivity, employee involvement, job enrichment.

1. Introduction:

Participative Management refers to as an open form of management where employees are actively involved in organization's decision making process. The concept is applied by the managers who understand the importance to human intellect and seek a strong relationship with their employees. They understand that the employees are the facilitators who deal directly with the customers and satisfy their needs. To beat the competition in market and to stay ahead of the competition, this form of management has been adopted by many organizations. They welcome the innovative ideas, concepts and thoughts from the employees and involve them in decision making process. Other ways of participative management include increasing the responsibility of employees (job enrichment); forming self-managed teams, quality circles, or quality-of-work-life committees; and soliciting survey feedback. Participative management means, involves more than allowing employees to take part in making decisions. It also involves management treating the ideas and suggestions of employees with consideration and respect. The most appropriate form of participative management is direct employee ownership of a company.

Participative Management can also be termed as 'Industrial Democracy', 'Co-determination', 'Employee Involvement' as well as 'Participative Decision Making'. Participative management is developed by managers who actively seek a strong cooperative relationship with their employees. The logic behind employee participation is quite simple. By involving workers in making decisions, affect the employees by increasing their autonomy and control over their work lives. So, employees will become motivated, more committed to the organization, more productive and more satisfied with their jobs. The advantages of participative management include increased productivity, improved quality, and reduced costs. Participative management holds employees responsible, accountable, for their work. It allows them to determine the out-come of work-related activities. Participative management affords employees a voice. Employees take their jobs seriously, and become loyal to the organization.

The idea behind employee involvement at every stage of decision making is absolutely straight. Freedom and transparency in company's operations take it to the next level and strengthens the basis of the organization. On the other hand, there are several companies that straightway rule out the possibility of participative decision making process. According to them, employees misuse their freedom of expression and participation in decision making as it provides higher status to employees and empowers them.

Significance of Participative Management:

- Participative management holds employees responsible, accountable, for their work.
- It allows them to determine the out-come of work-related activities.

- It affords employees a voice.
- Employees take their jobs seriously, and become loyal to the organization.
- It delegates control to employees, but the organizational goals must be adhered to.
- Participative management fosters a team environment.

2. Liberalization:

The Government of India started the economic liberalization policy in 1991. Before 1991, changes within the industrial sector in the country were modest to say the least. The sector accounted for just one-fifth of the total economic activity within the country. The sectoral structure of the industry has changed, albeit gradually. Most of the industrial sector was dominated by a select band of family-based conglomerates that had been dominant historically. Post 1991, a major restructuring has taken place with emergence of more technologically advanced segments among industrial companies. Nowadays, more small and medium scale enterprises contribute significantly to economy.

By the mid-90s, the private capital had surpassed the public capital. The management system had shifted from the traditional family based system to a system of qualified and professional managers. One of the most significant effects of the liberalization era has been the emergence of a strong, affluent and buoyant middle class with significant purchasing powers and this has been the engine that has driven the economy since. Another major benefit of the liberalization era has been the shift in the pattern of exports from traditional items like clothes, tea and spices to automobiles, steel, IT etc. The 'made in India' brand, which did not evoke any sort of loyalty has now become a brand name by itself and is now known all over the world for its quality. Also, the reforms have transformed the education sector with a huge talent pool of qualified professionals now available, waiting to conquer the world with their domain knowledge.

3. Jute Industry:

Jute is cheap and important among all textile fibers, after cotton. The jute industry has been expanding really fast spanning from a wide range of life style consumer products, with all courtesy to the versatility of Jute. Innovative ways of bleaching, dyeing and finishing processes - the jute industry now provides finished jute products that are softer, have a luster and also an aesthetic appeal. The jute sector in India engages a key role in the Indian economy, providing direct employment to about 0.26 million workers, and supporting the lives of around 4.0 million farm families. Around 0.14 million people are believed to be engaged in the tertiary sector, that supports the jute industry. Currently it also contributes to exports to the tune of about 1000 crore.

In entire state of the Andhra Pradesh Visakhapatnam, Vizianagaram and Srikakulam districts which are having cultivation of Jute and Mesta. Basing on the availability of the raw material, nearest to the national market (Kolkata in West Bengal) and availability of labour this industry is established and concentrated in these districts.

4. Objectives of the Study:

- To study the Participative Management in jute industry in North Coastal Andhra Pradesh.
- To study the effect of liberalization policies on Participative Management in North Coastal Andhra Pradesh jute industry.
- To make a comparative analysis of the opinions of the sample respondents on Participative Management in developed (Visakhapatnam), developing (Srikakulam) and backward (Vizianagaram) districts of Andhra Pradesh in post liberalization.

5. Methodology:

The study focuses on perceptions & attitudes of employees in relation to Participative Management in post liberalization. While the views & opinions on broad issues have been collected from selected employees who have more than 15 years of experience from various departments in the jute industry in North coastal Andhra Pradesh i.e. Visakhapatnam, Vizianagaram and Srikakulam districts. 95 per cent of the jute growing area and jute industry concentrated in the North coastal Andhra Pradesh which is consisting of Visakhapatnam (developed), Vizianagaram (backward) and Srikakulam (developing) districts. The researcher selected and collected the data from these three districts because three are commonly having jute industry with different economic development. The sample respondents constituted the main source of information which is collected by administering a structured questionnaire. The secondary data has been collected from records, annual & management reports and wage & trade union agreements of various jute mills. Here the researcher takes 10% employees as sample which is showing in table 1.

6. Techniques for Analysis:

The researcher analyzed the collected data by using SPSS (Statistical Package for Social Science). The researcher also used the **Likert scale** survey method for the analysis of the data. It is a five point scale which is used to allow the individual to express how much they agree or disagree with a particular statement. The **weighted mean** is similar to an arithmetic mean.

Formally, the weighted mean of a non-empty set of data

$$\{x_1, x_2, \dots, x_n\};$$

with non-negative weights

$$\{w_1, w_2, \dots, w_n\};$$

is the quantity

$$\bar{x} = \frac{\sum_{i=1}^n w_i x_i}{\sum_{i=1}^n w_i},$$

which means:

$$\bar{x} = \frac{w_1 x_1 + w_2 x_2 + \dots + w_n x_n}{w_1 + w_2 + \dots + w_n}.$$

According to this method, values are given to the scale as: Strongly agree +1, Agree +0.5, Neither agree nor disagree 0, Disagree -0.5 and Strongly disagree -1. Based on the survey data the tables were prepared and calculated with weighted averages.

7. Review of Literature:

Sashkin and Marshall¹ reveals that, "participative management is not merely effective in terms of performance, productivity, and other output measures of organizational effectiveness, but that it is a moral and ethical imperative. Employees may participate as individuals; as part of a manager–employee pair; or as members of a group, with a manager and co-workers. A model of effects of participative management demonstrates that such management has positive effects because it fulfils the three basic human work needs of increased autonomy, increased meaningfulness, and decreased isolation."

The opinions of surveys conducted by Ira Mitra² and Supriya Roychowdhury³ as "works divulge that, in pre-liberalization jute mill labour was most unstable and floating in character, and the labour supply in jute mills was greatly affected by the seasons. The bad living and working conditions, the low wage rates, and the fluctuations in the international jute market and hence in employment, leads to the failure of leadership of jute mill workers."

Rana Hasan and Devashish Mitra⁴ said that, "in the post liberalization, volatility in productivity and output gets translated into larger wage and employment volatility, theoretically a possible consequence of larger labour-demand elasticities, leads to the deleterious effect on the wages and employee relations."

K. R. Shyam Sundar studies reveal that, ⁵ "In the past two decades the incidence of lockouts has been high and increase. This rise is said to be accompanied by the decline in strikes. The workers militancy period from the mid-1960s to the late 1970s is said to be followed by employer militancy in mid-1980s and 1990s. The relative incidence of the two forms of industrial action has assumed greater significance in the wake of the introduction of economic and labour reforms in the 1990s".

¹ Sashkin, Marshall, *Participative management is an ethical imperative*, Organizational Dynamics, Vol 12(4), 1984.

² Ira Mitra, *Growth of Trade Union Consciousness among Jute Mill Workers, 1920-40*, Economic and Political Weekly, Vol. 16, No. 44/46, Nov., 1981.

³ Supriya Roychowdhury, *Public Sector Restructuring and Democracy: The State, Labour and Trade Unions in India*, Journal of Development Studies, Volume 39, Issue 3, 2003, pages 29-50.

⁴ Stephen Frenkel and Sarosh Kuruvilla, *Industrial and Labour Relations Review*, Vol.55, No. 3 (April 2002) by Cornell University.

⁵ K. R. Shyam Sundar, *Lockouts in India, 1961-2001*, Economic and Political Weekly, Vol. 39, No. 39 (Sep. 25 - Oct. 1, 2004), pp. 4377-4385.

Debashish Bhattacharjee⁶ studies reveal that, "In India for the period 1960–86, where the changing strength, structure & activities of unions are considered explicitly. The objective is to disentangle the effects of factors specific to the bargaining process from the effects of overall economic development."

8. Study on impact of Liberalization on Participative Management:

In pre liberalization organizations have not given much importance to the employee's opinions. In post liberalization the researcher assumed basing on the various studies the employees' participation in management has given importance. Opinions on participative management in jute industry in Post Liberalization in North Coastal Andhra Pradesh have been elicited and discussed in the following pages. Five statements are included in measuring the status of participative management. These are shown in Table 2, 3 and 4. A comparative analysis of the three districts with the help of the weighted averages is shown in the table 5.

8.1 Analysis of the opinions of Visakhapatnam District employees:

The researcher tabulated the sample employees' opinion on Participative Management in jute industry in post liberalization in Visakhapatnam District is explained in table 2.

Basing on the opinions expressed by the Visakhapatnam district sample respondents, in pre liberalization organizations have not given importance to employee participation in management. Impact of economic reforms, influence of MNCs the Indian industry also realized the importance of participative management. In post liberalization 35% of the sample respondents are strongly agreed and 29% are agreed that management gave importance to employee's participation in organizational issues. 7% are disagreed, 10% are strongly disagreed and 10% are neutral with this statement.

"In post liberalization the organizations not only welcome the participative management it also implemented in all levels of the organization", this statement was strongly agreed by 38% of the sample respondents and 29% are agreed. However, 7% of the sample respondents are disagreed and 7% are strongly disagreed this statement. 19% of the employees are neither agree nor disagree with this.

One of the union member of jute industry in Vizianagaram district opined that "besides management encouragement in participative management, the individual's attitude and perception also plays an important role in developing participative management."

Out of 220 sample employees 71 employees are strongly agreed and 73 are agreed that participative management makes the employee and employer work together for development of the organization. It develops cordial industrial relation. 31 employees are neutral, 18 are disagreed and 27 are strongly disagreed with this statement.

"In post liberalization Participative management in the organization improves the operational efficiency of the workers", this statement was accepted by 69% (strongly agreed by 43% and agreed by 26%) of the sample respondents. 6% are disagreed, 10% are strongly disagreed and 16% of the respondents were neutral with this statement.

Out of 220 sample employees 76 are strongly agreed and 59 are agreed that participative management improves the responsibility of the employee in the organization. But, 39 employees are neutral, 20 are disagreed and 26 are strongly disagreed with this statement.

One of the senior workers who are not interested in participative management in jute mill in Srikakulam district said that, "Several times trade union leaders only involving in the management decisions and many of the management decisions accepted by these because of different reasons."

According to the above analysis and the overall weighted average 0.37 reveals that most of the employees in Visakhapatnam district satisfied with participative management in post liberalization when compared with the pre liberalization.

8.2 Analysis of the opinions of Vizianagaram District employees:

The researcher tabulated the sample employees' opinion on Participative management in jute industry in post liberalization in Vizianagaram District in table 3.

According to the opinion of the Vizianagaram district, out of 414 sample employees 242 are strongly agreed and 94 are agreed that, "organization welcome the employees participation in organizational issues in post liberalization." This statement was disagreeing by 19 respondents, strongly disagreed by 13 and remaining 46 employees neutral with this statement.

⁶ Debashish Bhattacharjee and Tamal Datta Chaudhuri, *Unions, wages and labour markets in Indian industry, 1960–86*, Journal of Development Studies, Volume 30, Issue 2, 443-465, 1994.

“Organization gave equal opportunity to all levels of the employees in participation management in post liberalization”, this statement was strongly agreed by 64% of the sample respondents and agreed by 22%. But, 6% are disagreed, 3% are strongly disagreed and 5% of the employees are neutral on this statement.

“In post liberalization organization participative management promoting cordial industrial relations”, this statement was strongly agreed by 69% of the sample respondents and agreed by 21%. But, it was disagreed by 3%, strongly disagreed by 4% and 3% are neutral on this statement.

One of the employees in mechanical section said that, “In pre liberalization employees are not having sufficient knowledge of participative management because of the lack of awareness about the various aspects of the organization”.

Out of 414 sample employees 281 are strongly agreed and 87 are agreed the statement that “in post liberalization participative management in the organization improves the operational efficiency of the workers”. It was disagreed by 12 respondents, strongly disagreed by 17 respondents and 17 employees are neutral about this statement.

“In post liberalization organization makes the employee responsible by involving through participative management”, this statement was strongly agreed by 61% of the sample employees and 21% are agreed. 6% of the employees are disagreed, 6% are strongly disagreed and 3% are neutral on this statement.

The overall weighted average 0.69 reveals that majority of the Vizianagaram district jute employees are interested to involve in the affairs of the organization through participative management.

8.3 Analysis of the opinions of Srikakulam District employees:

The researcher gives the sample employees’ opinion on Participative management in jute industry in post liberalization in Srikakulam District in the table no. 4.

Though Srikakulam is a developing district the opinions expressed by the sample respondents are favourable to the participative management, this is proved by 77% of the respondents are accepted this (strongly agreed by 51% and agreed by 26%). But, 9% are disagreed, 3% are strongly disagreed and 12% of the sample respondents are neutral with this statement.

Out of 366 sample employees 197 are strongly agreed and 85 are agreed that the, “In post liberalization organizations gave equal opportunity to all levels of the employees in participation management”. 14 of the sample employees disagreed, 16 are strongly disagreed and the remaining employees are neutral on this statement.

One of the management representative said that, “Though the organization is interested to welcome the opinions from the employees through participative management but some are not participated due to lack of education and inferiority complex.”

“In post liberalization organizations promoting participative management for harmonious industrial relations”, this statement was strongly agreed 58% and agreed by 25%. But 3% of the employees are disagreed, 7% are strongly disagreed and 9% are neutral on this statement.

One of the employees in production section said that, “In post liberalization employees are also educated and know about the labour laws and policies. So, managements also ready to give opportunity to participate in management issues.”

“In post liberalization participative management in the organization improves the operational efficiency of the workers”, 54% of the sample employees are strongly agreed and 21% are agreed this statement. 12% of the employees are neither agree nor disagree and 8% are disagreed, 5% are strongly disagreed this statement.

One of union member of the jute mill in Srikakulam district opined that, “It is the duty of the management to educate the employees and encourage them to participate in organizational issues”.

Out of 366 sample employees 168 i.e. 46% are strongly agreed and 136 i.e. 37% are agreed that organization makes the employee responsible by involving through participative management in post liberalization. 19 employees are disagreed, 13 are strongly disagreed and 30 are neutral on this statement.

So, in post liberalization majority (overall weighted average 0.57) of the Srikakulam district employees satisfied with participative management, this leads to the harmonious industrial relations.

8.4 Comparative Analysis of the three districts sample respondent’s opinions:

The researcher makes a comparative analysis of the opinions of employees of these three districts i.e. Visakhapatnam (developed), Vizianagaram (backward) and Srikakulam (developing) on the following five statements with the help of weighted averages, which are elaborated in table 5.

It can be observed from the table 5; in post liberalization the jute industry welcomes the employee’s participative management in all the three sample districts. In this Vizianagaram district stands first position with the

weighted average of 0.64, it was followed by Srikakulam district (with the weighted average of 0.57) and Visakhapatnam district (0.35).

Though Vizianagaram district may be the backward district, but participative management was welcomed the both the employee and the employer at all levels in the jute industry which develops the cordial industrial relations. This may be the one of the reason for reduction of strikes in Vizianagaram district jute industry in post liberalization.

One of the management representatives at Vizianagaram district jute mill told that, "Due to participative management the industrial unrest has reduced which is very much needed to face the competition in the global market."

One of the Union members of Vizianagaram district jute industry said that, "The concept is applied by the managers who understand the importance to human intellect and seek a strong relationship with their employees."

The Vizianagaram district employees are more satisfied with the implementation of participation management in all levels of the organization in post liberalization. It was evident by 0.69 weighted average. Next was Srikakulam district with the weighted average of 0.59. It was little bit low in Visakhapatnam district with the weighted average of 0.42. So, there is a need to improve the implementation of participative management in all levels in Visakhapatnam district.

The labour officer in a jute mill situated at Visakhapatnam district opined that, "Open and honest participation always helps the organization."

"Participative management promotes cordial industrial relations in post liberalization", this statement is accepted by Vizianagaram district employees with the weighted average of 0.74 which stands the highest among the three districts. Srikakulam district with 0.60 and Visakhapatnam districts with the weighted averages of 0.33 stands second and third position. Though Visakhapatnam is a developed district but the participative levels are very low. This is due to lack of initiative by the management and the union.

"Participative management in the organization improves the operational efficiency of the workers. It is as high as in Vizianagaram district with the weighted average of 0.73 and followed by Srikakulam 0.55 and little bit low in Visakhapatnam district with 0.43. So, there is a need to improve the participative management in Visakhapatnam district which improves the operational efficiency of the workers.

A management representative at Visakhapatnam district jute mill said that, "In post liberalization employers welcome the innovative ideas, concepts and thoughts from the employees and involve them in decision making process."

"Through participative management organizations make the employee more responsible," this statement was well accepted by the Vizianagaram district employees with the weighted average of 0.64 and Srikakulam district with the weighted average of 0.58. It is low in Visakhapatnam district with the weighted average of 0.32. So, there is a need to involve the employees more in participative management in Visakhapatnam district.

The labour officer in a jute mill situated at Srikakulam district said that, "Participative management motivate the employees with more commitment towards the organization".

9. Conclusion:

According to the above analysis, the employees of Vizianagaram district are more involved in participative management compared with the other developed (Visakhapatnam) and developing (Srikakulam) districts of the study. Though Visakhapatnam district is a developed district, but in participative management the employee's involvement is very low. This may be the one of the reason for poor industrial relations in jute industry compared with the neighbouring districts. It is the responsibility of the management to take initiative and to explain the importance of participative all in the working community and the organization. So, Participative management fosters a team environment management and it's advantageous to the one and. It is management's job to explain what's expected, and work with employees to achieve goals.

Participative management importance increased gradually over a period of years due to the growth of large-scale enterprises, increases in workforce, paternalistic philosophy and practice of informal consultation. Moreover, the growth of professionalism in industry, advent of democracy, and development of the principle of social justice and transformation of traditional labour management relations have added new dimensions to the concept of participative management.

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11. Tables:

**Table 1: Details of selection of sample respondents of three districts
of North Coastal Andhra Pradesh**

| S. No. | Name of the District | Employees having above 15 years experience | Sample employees |
|--------|----------------------|--|------------------|
| 1. | Visakhapatnam | 2200 | 220 |
| 2. | Vizianagaram | 4140 | 414 |
| 3. | Srikakulam | 3660 | 366 |
| | Total | 10,000 | 1,000 |

Table 2: Opinions on Participative Management in Jute industry in Post Liberalization in Visakhapatnam District

| S. No. | Statements | SA (+1.0) | A (+0.5) | N (0.0) | D (-0.5) | SD (-1.0) | WA |
|---------------------------------|--|---------------|---------------|---------------|--------------|---------------|-------------|
| 1. | Organization welcome employees participative management. | 76 (34.55) | 63 (28.64) | 43 (19.55) | 16 (7.27) | 22 (10.00) | 0.35 |
| 2. | Participative management is followed at all levels. | 83 (37.73) | 64 (29.09) | 42 (19.09) | 15 (6.82) | 16 (7.27) | 0.42 |
| 3. | Participative management promoting cordial industrial relations. | 71 (32.27) | 73 (33.18) | 31 (14.09) | 18 (8.18) | 27 (12.27) | 0.33 |
| 4. | Participative management in the organization improves operational efficiency of workers. | 94 (42.73) | 57 (25.91) | 34 (15.45) | 13 (5.91) | 22 (10.00) | 0.43 |
| 5. | Organization makes employee responsible by involving through participative management. | 76 (34.54) | 59 (26.82) | 39 (17.73) | 20 (9.09) | 26 (11.81) | 0.32 |
| Overall weighted average | | | | | | | 0.37 |

SA = Strongly Agree; A = Agree; N = Neither Agree nor Disagree; D = Disagree; SD = Strongly Disagree; WA = Weighted Average

Table 3: Opinions on Participative management in Jute industry in post liberalization in Vizianagaram District

| S. No. | Statement | SA (+1.0) | A (+0.5) | N (0.0) | D (-0.5) | SD (-1.0) | WA |
|---------------------------------|--|----------------|---------------|---------------|--------------|--------------|-------------|
| 1. | Organization welcome employees participative management. | 242 (58.45) | 94 (22.71) | 46 (11.11) | 19 (4.58) | 13 (3.14) | 0.64 |
| 2. | Participative management is followed at all levels. | 266 (64.25) | 89 (21.50) | 22 (5.31) | 24 (5.80) | 13 (3.14) | 0.69 |
| 3. | Participative management promoting cordial industrial relations. | 285 (68.84) | 86 (20.77) | 14 (3.38) | 14 (3.38) | 15 (3.62) | 0.74 |
| 4. | Participative management improves the operational efficiency of the workers. | 281 (67.87) | 87 (21.01) | 17 (4.11) | 12 (2.90) | 17 (4.11) | 0.73 |
| 5. | Organization makes the employee responsible by involving through participative management. | 252 (60.90) | 99 (31.16) | 13 (3.14) | 24 (5.79) | 26 (6.28) | 0.64 |
| Overall weighted average | | | | | | | 0.69 |

SA = Strongly Agree; A = Agree; N = Neither Agree nor Disagree; D = Disagree; SD = Strongly Disagree; WA = Weighted Average

**Table 4: Opinions on Participative Management in Jute industry
 in post liberalization in Srikakulam District**

| S. No. | Statement | SA (+1.0) | A (+0.5) | N (0.0) | D (-0.5) | SD (-1.0) | WA |
|---------------------------------|--|----------------|----------------|---------------|--------------|--------------|-------------|
| 1. | Organization welcome employees participative management. | 186 (50.82) | 94 (25.68) | 44 (12.02) | 32 (8.74) | 10 (2.73) | 0.57 |
| 2. | Participative management is followed at all levels. | 197 (53.83) | 85 (23.22) | 54 (14.75) | 14 (3.83) | 16 (4.37) | 0.59 |
| 3. | Participative management promoting cordial industrial relations. | 206 (58.19) | 91 (24.86) | 32 (8.74) | 12 (3.28) | 25 (6.83) | 0.60 |
| 4. | Participative management in the organization improves the operational efficiency of the workers. | 197 (53.83) | 78 (21.31) | 43 (11.75) | 30 (8.20) | 18 (4.92) | 0.55 |
| 5. | Organization makes employee responsible by involving through participative management. | 168 (45.90) | 136 (37.16) | 30 (8.19) | 19 (5.19) | 13 (3.56) | 0.58 |
| Overall weighted average | | | | | | | 0.57 |

SA = Strongly Agree; A = Agree; N = Neither Agree nor Disagree; D = Disagree; SD = Strongly Disagree; WA = Weighted Average

**Table 5: A comparative analysis of opinions on Participative Management
 in Jute Industry in Post Liberalization in North Coastal Andhra Pradesh**

| S. No. | Statement | Weighted averages | | |
|---------------------------------|--|-------------------|--------------|-------------|
| | | Visakhapatnam | Vizianagaram | Srikakulam |
| 1. | Organization welcome employees participative management. | 0.35 | 0.64 | 0.57 |
| 2. | Participative management is followed at all levels. | 0.42 | 0.69 | 0.59 |
| 3. | Participative management promoting cordial industrial relations. | 0.33 | 0.74 | 0.60 |
| 4. | Participative management in the organization improves the operational efficiency of the workers. | 0.43 | 0.73 | 0.55 |
| 5. | Organization makes responsible employee by involving through participative management. | 0.32 | 0.64 | 0.58 |
| Overall weighted average | | 0.37 | 0.69 | 0.57 |

Srinivas Subbarao Pasumarti, Professor and Head, Department of Management Studies, Commerce and HRM, Maharajahs Post Graduate College, (A NAAC Accredited “A” Grade College) Affiliated to Andhra University Vizianagaram. Presently he is also working as Director, Center for Management Research and Chief Coordinator, Center for Entrepreneurship. He has 18 years of experience in teaching and research at Post Graduate level (MBA) besides possessing industrial experience. He obtained MBA (Int.Business), MBA (Fin), M.Com. M.H.R.M., MA, M.Phil, B.L., Ph.D. PGDCS., P.G.D.Ex.M.M., PGD T & T.M from various reputed universities. Recently Berhampur University awarded him the D.Litt (Post Doctoral) on his thesis on “**Foreign Direct Investment in Indian Tourism**”. He is the first person in the faculty of Commerce & Management studies of Andhra university area who received the D.Litt in Commerce & Management studies. He is an alumnus of Indian Institute of Management (IIMA), Ahmedabad. He was a recipient of National Merit scholarships continuously for five years from the Andhra Pradesh State Government and Government of India. He is an approved research guide of Andhra University, Nagarjuna University and JNT University, Kakinada and Rayalaseema University PhD students. At present 12 scholars are pursuing their research under his guidance. He is an active member of various international management associations. He authored and edited 24 books in the area of Finance, Tourism, Cases in Management and one in Entrepreneurship and Small Business Management. Besides a list (115) of articles, book

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