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Impacts of Industrial Democracy on Organizational Performance (Case Study of Selected Private and Public Sector Organizations in Lagos State, Nigeria)

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Abstract

This study investigated the impact of industrial democracy on organizational performance. A structured survey instrument was used to collect data from a sample of 815 workers randomly selected from purposively selected work organizations. Both male and female respondents who had spent between 3 to 10 years and above in their organizations were used as subjects for the study. Three hypotheses were tested at 0.05 level of significance. Data were analyzed using Statistical Analysis System (SAS 9.2). Regression Analysis and Pearson Correlation coefficient statistical were used in testing the hypotheses. Simple percentage was used to analyse the demographic information collected from the respondents. Findings revealed that industrial democracy had positive impact on organization performance with the degree of influence being 93.06%. The finding also showed that there was significant relationship between industrial democracy and employee behaviour; and that industrial democracy did not undermine management power but rather strengthened it, since it accounted for 53.60% of the total strength of management power: $F_{cal} > F_{tab}$ ($211.37 > 3.8925$). It is therefore recommended that management should make industrial democracy part of its policy and ensure that it is practiced to the letter for better performance of the organization and the satisfaction of the employees.

Keywords: industrial democracy, organizational performance, participation.

Introduction

Democracy, government of the people by the people and for the people, so we say. There is a form of government practice in every social setting of human relationship, even in workplaces. How true the simple definition of democracy is fully practiced in organization and the effects of its practice on the stakeholders need to be assessed. Good as industrial democracy may sound and the positive impact it is expected to have on employment relations, it does not seem to be really practised to the fullest in work organizations. So many factors could be responsible for the lip service that seems to be paid to industrial democracy. The management may not be totally committed to democracy in the workplace for the obvious reason that management's power may be undermined and therefore lose control of the workplace. The government who is the third party and the regulator in labour matters too may not see it as something important in the running of the workplace. Legislation and political landscape of the nation could be at variance with the practice of industrial democracy.

Rathnakar (2012) citing International Institute of Labour Studies' definition of workers participation, which is also known as industrial democracy, says workers participation in management is the participation resulting from practices which increase the scope for employees' share of influence in decision making at different tiers of organizational hierarchy with concomitant assumption of responsibility. When workers participate in decision making in the workplace and enjoy sincere democracy, there is the probability of improved productivity and better employment relations. Industrial democracy is likely to breed cooperative attitude between the management and workers. Incidences of industrial conflict and work stoppage are most likely to be greatly reduced in organizations that allow industrial democracy. Chapeyama (2012) cites International Labour Organization Labour Commission (2011) that recommends that workers must be accorded the rights that every citizen must have and that workplace should use dialogue so as to create peace which will invariably lead to labour productivity and welfare of all.

Safely put, industrial democracy is about democracy in the workplace between the management and the employees, where they both make decisions on all the issues pertaining to the organization, labour and

management relations matters. Whether the employees are represented by the union or the employees themselves have direct representation in decision making in organization, it is good and a fair play to allow industrial democracy in any given organization. In a situation where democracy is not given its pride of place in the running of an organization, conflicts and industrial unrest normally characterise such workplaces as the managed and the management seem to always be suspicious of each other and job satisfaction and efficient performance suffer. This study therefore intends to find out the impact of industrial democracy on the performance of an organization.

Some Attributes of Industrial Democracy

The main attribute of industrial democracy is that employees are involved in the decision making process of the organization. Industrial democracy connotes making the employees' part of the organization, and allowing them to take part in decisions that affect them and the running of the organization. By this token, the servant master relationship will translate to partnership which is expected to yield better working relationship and improved performance for the organization. Most often than not, though, workers especially through their union, could use the issues of their participation and democracy as instrument of control and seek for every reason to have aggressive confrontation with the management especially where employees do not know what is expected of them in labour relations matters due to lack of knowledge in labour education and questionable leadership. This is a negative assumed attribute and use of democracy which is expected to be a good tool for peace of mind of the workers and that of the management as the organization is expected to perform excellently using this all important tool.

Parks (1995) says that one view of employee involvement claims that employee involvement is part of a transformation of workplace from the traditional hierarchical roles to an idealized industrial democracy in which employees, management and owners benefit from the new work structure; that the win-win situation is seen as ethically superior because it results in stable, more satisfying jobs for employees and higher productivity for the firm. Some of the benefits of industrial democracy include: improved decision making process resulting in higher quality decision, less industrial disputes resulting from better communication

between management and staff, increased creativity, enthusiasm and commitment to corporate objectives, lowered stress and increased well-being, better use of time and resources, improved productivity including service delivery, increased job satisfaction resulting in reduced absenteeism, improved personal fulfilment and self-esteem(Wikipedia Encyclopedia, 2005). This therefore explains the importance of industrial democracy to efficient performance of any organization.

Industrial Democracy and Organization Performance

Democracy is the yarning of everyone as it allows an individual to be involved in those things that concern his life and well-being. Inability to take part in making decision on those things that affect an individual's life will affect the person's outputs negatively. Autocratic leadership which does not allow democracy is no more popular as of old, the vogue now is employee participation for the success of the organization and the employee, and management should embrace this essential tool. In any organization where industrial democracy is practised, the employees have their voice added to the management processes, they take part in decision making process and their opinions are sought by management. The organization that allows democracy in the running of its activities is likely to have the employees contributing positively to the organization since they are seen as partners in progress. Robbins et al (2008) say that managers in developed nations are being asked to behave more democratically by allowing employees to take part in decision making and rely on group input in the organization. Not all managers are embracing this democratic move; they seem to think that they will lose their power by so doing.

Industrial democracy could be seen as is a generic term, to encompass all activities in any given organization. Industrial democracy if used as a tool in employment relations could increase employee participation in problem-solving. It also increases the feeling of workers towards self-responsibility for job accomplishment and organizational productivity (Broedling, 1977.) It is the consultation and co-determination in social, staff and economic matters and the representation of employees' right on the supervisory board (European Foundation, 2005). Industrial democracy is the same thing as employee involvement

and employee participation, it has to do with all organization actions that involve consulting employees and carrying them along in the running of the organization (Judge and Gennard, 1999)

Some important issues wherein industrial democracy could be practiced that would warrant employees' involvement in making joint decision with the management include among others :expansion, contraction, changes in products, investment, work practices, planning, appointments, promotion, forecasting, succession plan, new technologies, training, work allocation structure, the organization structure, profit sharing, wages and so on. Decision to be taken by the management along with the employees must be favorable to all concerned, the shareholders and stakeholders inclusive, otherwise it will be one sided and argument and disagreement may ensue. If the management continues without regard to the other parties' interest, then democracy is thrown to the wind.

Humborstad (2014) citing the work of Gumusluoglu and Ilsev (2009) says that workplace empowerment fosters employee involvement in decision making process and this activates a firm's ability to perform better and innovate; it also enhances employee satisfaction.

According to Farnham (1977), employee participation is one of the four policy choices that management can make use of to determine the management's industrial relations strategies; others are worker subordination through managerial prerogative, union incorporation through collective bargaining and also, employee commitment through employee involvement. From these assertions, it is observed that employee participation and involvement which are parts of industrial democracy are good tools that could be used for efficient employment relations and democracy which could lead to organization efficiency and better performance.

Latterly et al (1998) opine that industrial democracy promotes organizational efficiency. Heller et al (1998) explain that participation helps satisfy employee non pecuniary needs, it helps them to be more creative and enhances achievements and social approval. It can therefore be summed up that industrial democracy improves employee self-esteem, self-actualization and behaviour. When industrial democracy stems from both managerial initiatives and labour union influence which comes

through collective bargaining, the outcome is likely to be better commitment of the employees and improved productivity of the organization. Pole et al (2011) conclude that increased economic competition and a concern over economic performance among industrialized economies appear to have resulted in developments that make the realization of greater employee participation in management more difficult to achieve; that worker participation leads to positive changes in production technologies, the organization of production, changes in the organization's structure and patterns of market segmentation.

Methodology

This study adopted a survey research design to investigate the impact of industrial democracy on organization performance using some selected public and private organizations in Lagos State, Nigeria as case study. Purposive sampling method was used to select eight-hundred and fifteen employees who had spent three to ten years and above in the organization as participants in this study. The respondents were made up of 86 females (46.49%) and 99 males (53.51%). A set of self-developed questionnaire titled Impact of Industrial Democracy and Organization Performance Scale was used for data collection. It consisted of two sections. Section 'A' elicited demographic information from the respondents; section 'B' elicited information from the respondents on industrial democracy in the workplaces with the intent of ascertaining its impact on organization performance.

Data Presentation, Interpretation and Discussion of Findings

Introduction

This section deals with the analysis of the 185 retrieved questionnaires from the selected private and public sector organizations in Lagos State, Nigeria. For clarity, and better comprehension, the set hypotheses were tested at 0.05 level of significance. Data were analyzed using Statistical Analysis System (SAS 9.2). Regression Analysis and Pearson Correlation coefficient statistical were used in the testing of the three hypotheses.

Section 1 focused on the demographic profile of the respondents, with the use of simple percentage and pictorial representation of the respondents, while section 2 focused on interpretation of results and testing of 3 hypotheses.

Section 1: Analysis of Demographic Information.

The presentation and analysis of data collected from (section A), (on gender, age, marital status, educational qualification, and respondents' years of experience) are as follows:

Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Female	86	66.49	86	46.49
Male	99	53.51	185	100.00

Source: Field Survey, 2014

Table 1.1 and Figure 1.2 show that the female respondents represent 86 (46.49%) of the total respondents, while most (53.51%) of the respondents were male. It is pertinent to note that both males and females employees of the selected organizations participated in this study without gender discrimination.

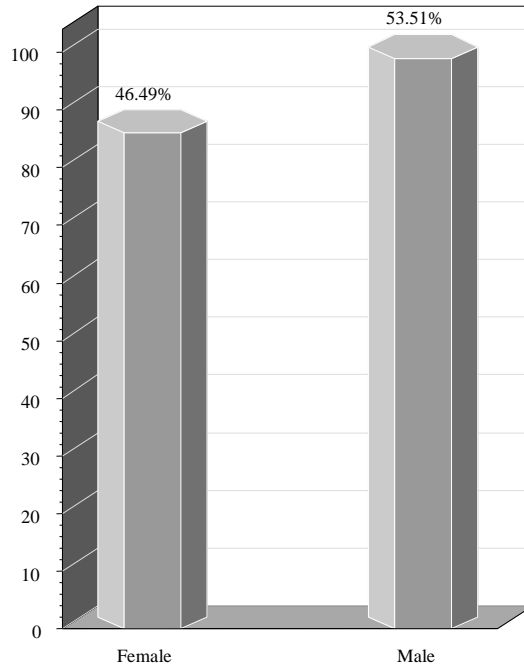


Figure 1.1: Distribution of Respondents by Sex

Figure 1.1 is the graphical representation of the sex of the respondents, which reveals that there were more male than female in this study.

Age in year	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Below 30 years	51	27.57	51	27.57
31 - 40 years	62	33.51	113	61.08
41 - 50 years	41	22.16	154	83.24
Above 50 years	31	16.76	185	100.00

Source: Field Survey, 2014

Table 1.2 show that majority (33.51%) of the respondents were between the ages of 31 to 40 years. 27.57% were below 30 years, 22.16%

were between 41 to 50 years, while 16.76% of the respondents were above 50 years.

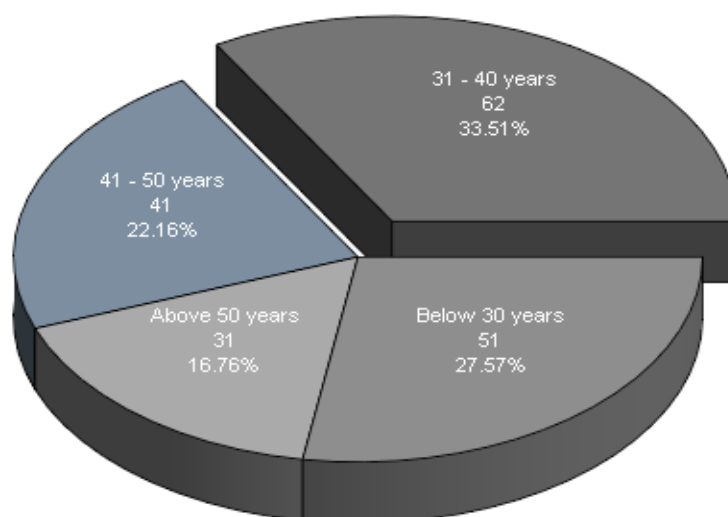


Figure 1.2: Distribution of Respondents by Age

Figure 1.2 shows that participants between the ages of 31 and 40 were more in this study.

Marital Status	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Single	71	38.38	71	38.38
Married	06	57.30	177	95.68
Widow/Widower	8	4.32	185	100.00

Source: Field Survey, 2014

Table 1.3 shows that most of the respondents were married with a total of 106 (57.30%), followed by those that were single which were 71 (38.38%), while 8 (4.32%) were widowed.

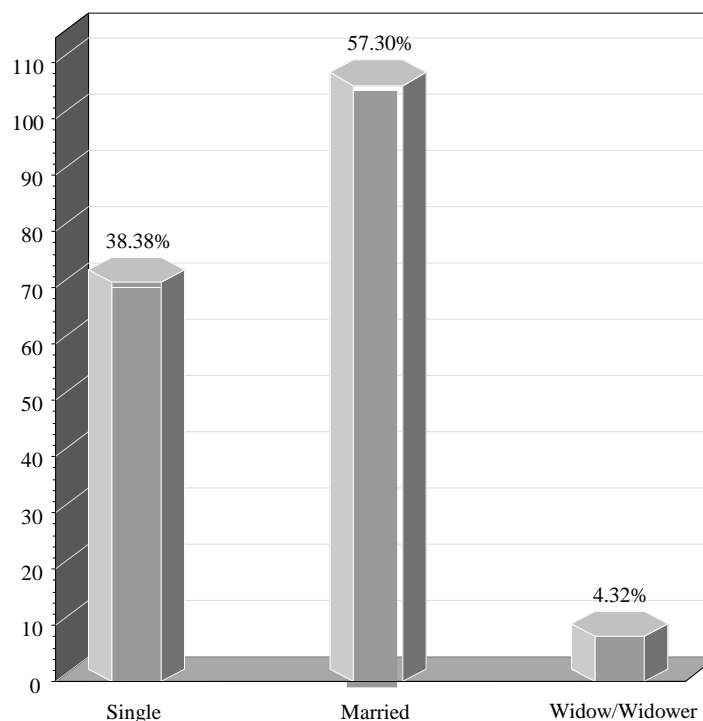


Figure 1.3: Distribution of Respondents by Marital Status

Figure 1.3 further reveals graphically the distribution of respondents by marital status.

Education Levels	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Tertiary	101	54.59	101	54.59
Postgraduate	69	37.30	170	91.89
Others	15	8.11	185	100.00

Source: Field Survey, 2014

Table 1.4 and Figure 1.4 show that majority (54.59%) of the respondents had tertiary education as their highest academic qualification, followed by

those who had postgraduates certificates (37.30%), while 15 (8.11%) had other academic qualifications.

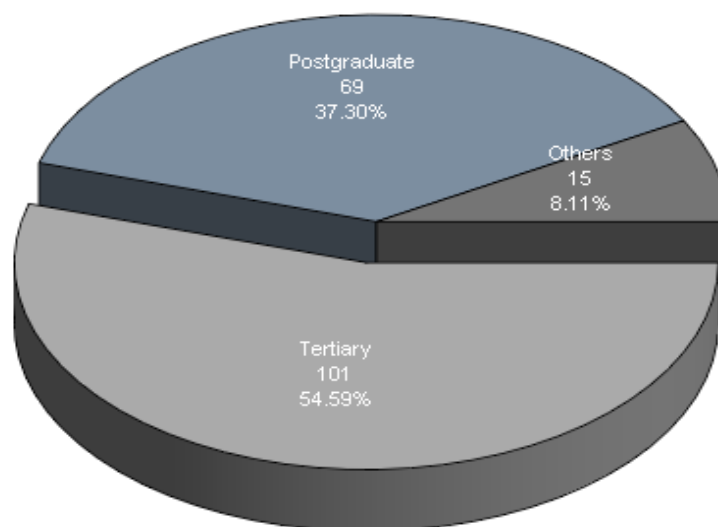


Figure 1.4: Distribution of Respondents by Education Qualification

Figure 4.2: Distribution of Respondents by Age

Figure 1.4 is an indication that all the respondents were educated enough to participate in this study.

Length of Service	Frequency	Percent	Cumulative Frequency	Cumulative Percent
3 - 6 years	69	37.30	69	37.30
7 - 10 years	74	40.00	143	77.30
More than 10 years	42	22.70	185	100.00

Source: Field Survey, 2014

Table 1.5 shows that 69 (37.30%) of the respondents had either worked with Private or Public sector organization between 3 to 6 years. 74

(40.00%) of the respondents had either worked with Private or Public organization between 7 and 10 years, while 42 (22.70%) of the respondents had worked with Private or Public organization for more than 10 years

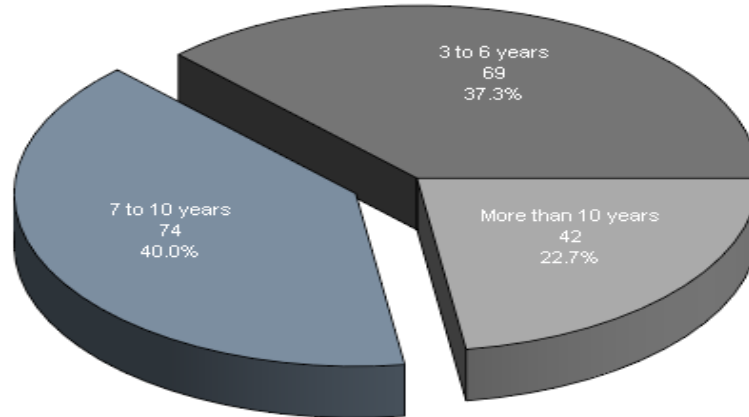


Figure 1.5: Distribution of Respondents by Length of Service

It is evident from Figure 1.5 that majority of the respondents were experienced enough to participate in this study.

Section 2: Testing of Hypotheses

Three research hypotheses were formulated to enable the researcher subject some important aspects of the data to statistical verifications. Research hypotheses are statements or assumption about a population parameter and such a statement should be subjected to a test. Research hypotheses are based on researcher(s) experience and previous knowledge of the subject being investigated, these ideas are believed to be true, but the result of the researcher(s) may prove to be otherwise. As a result of this, the need arises for research hypotheses to be tested.

Hypothesis One

H₀: Industrial democracy does not have positive impacts on organizational performance.

H₁: Industrial democracy has positive impacts on organizational performance.

Table 2.1: Parameter Estimates					Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	t. Value		
Intercept	Intercept	0.40000	0.03535	11.32	R-Square	0.9306
	Industrial democracy	0.73846	0.01491	49.53	Adj R-Square	0.9302

- a. Predictors: (Constant), Industrial democracy.
- b. Dependent Variable: Organizational performance.

Table 2.1 reveals the degree of influence of industrial democracy on organizational performance, it shows that industrial democracy has 93.06 percent impact on organizational performance while the remaining 6.94 percent is explained by other exogenous variables that are excluded in the model but could also influence organizational performance. The adjusted R² of 0.9302 means the explanatory power of the independent variable is considerably high. The statistical relationship between industrial democracy and organizational performance is presented thus:

$$\text{Organizational performance} = 0.40000 + 0.73846 \text{ Industrial democracy}$$

This regression equation shows that industrial democracy has positive impacts on organizational performance. From the regression equation above, the value of the constant term (intercept) is 0.40000. This simply implies that if industrial democracy is held constant, the organizational performance is 0.40000. The value of industrial democracy coefficient is 0.73846. It shows that a unit increase in industrial democracy will cause a

0.73846 increase in organizational performance. It suffices to infer that industrial democracy has positive impacts on organizational performance and therefore it should be encouraged.

Table 2.2: Summary of Regression Analysis of industrial democracy on organizational performance ^a

Source	DF	Sum of Squares	Mean Square	Value	Pr > F
Model	1	118.79252	118.79252	2453.19	<.0001
Error	183	8.86154	0.04842		
Corrected Total	184	127.65405			

Decision Rule

We reject the null hypothesis if the value of F calculated is greater than the value of F tabulated ($F_{cal} > F_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$), the F tabulated is given as: $F_{0.05, (1, 184)} = 3.8925$.

Decision

Since $F_{calculated} = 2453.19 > F_{tabulated} = 3.8925$. We reject the null hypothesis.

In conclusion, the results of the regression confirm with 95% confidence that industrial democracy has positive impacts on organizational performance.

Hypothesis Two

H_0 : There is no significant relationship between industrial democracy and employees' behaviour (job performance, job satisfaction, and job involvement and employee commitment).

H_1 : There is significant relationship between industrial democracy and employees' behaviour (job performance, job satisfaction, and job involvement and employee commitment).

In testing hypothesis two, the study employs Pearson product-moment correlation. The sign and the absolute value of a correlation coefficient describe the direction and magnitude of the relationship between two variables. The result of this correlation analysis is presented in Table 2.3.

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Industrial democracy	185	.66486	0.66440	08.00000	.00000	3.00000	There is industrial democracy in my workplace
Job performance	185	.40000	0.94524	259.00000	.00000	4.00000	The practice of industrial democracy have positive influence on job performance
Job satisfaction	185	.04324	.12205	78.00000	.00000	.00000	Workers are satisfied with the job because there is democracy in the workplace
Job involvement	185	.94595	.91325	60.00000	.00000	.00000	The employees are duly involved in the general running of the organisation
Employee commitment	185	.14054	.70072	96.00000	.00000	.00000	Organisational democracy in workplace increases workers commitment to the organisation

	Industrial democracy	Job performance	Job satisfaction	Job involvement	Employee commitment
Industrial democracy	1.00000	0.73385 <.0001	0.83606 <.0001	0.74029 <.0001	0.73210 <.0001
Job performance	0.73385 <.0001	1.00000	.90596 <.0001	.74291 <.0001	0.89930 <.0001
Job satisfaction	0.83606 <.0001	0.90596 <.0001	.00000	.86150 <.0001	0.91848 <.0001

	Industrial democracy	Job performance	Job satisfaction	Job involvement	Employee commitment
Job involvement	0.74029 <.0001	0.74291 <.0001	.86150 <.0001	.00000	0.77628 <.0001
Employee commitment	0.73210 <.0001	0.89930 <.0001	.91848 <.0001	0.77628 <.0001	1.00000

According to the data presented in Table 2.4, the correlation between industrial democracy and job performance shows a strong positive relationship ($r = 0.73385$), indicating that the greater the industrial democracy the greater the job performance of workers in the private and public sector organizations, the relationship between industrial democracy and job performance is significant ($p < .0001$).

Considering the relationship between industrial democracy and job satisfaction, Table 2.4 shows a strong positive relationship ($r = 0.83606$) between industrial democracy and job satisfaction. It also reveals that the relationship between industrial democracy and job satisfaction is significant ($p < .0001$), which means that as the practice of industrial democracy increases; the more satisfaction employees derive from their work. The relationship between industrial democracy and job involvement as presented in Table 2.4 shows that industrial democracy and job involvement have a strong positive relationship ($r = 0.74029$), indicating that the greater the industrial democracy the greater the involvement of workers in private and public sector organizations, the relationship between industrial democracy and job involvement is significant ($p < .0001$).

According to the data presented in Table 2.4, there is a strong positive relationship ($r = 0.73210$) between industrial democracy and employee commitment. It also reveals that the relationship between industrial democracy and employee commitment is significant ($p < .0001$), which means that as the practice of industrial democracy increases the commitment of the employees to the organization increases. The findings imply that there is significant relationship between industrial democracy and employees' behaviour (job performance, job satisfaction, and job involvement and employee commitment).

Hypothesis Three

H₀: Industrial democracy undermines the management power.

H₁: Industrial democracy strengthens the management power.

Table 2.5: Parameter Estimates					Model Summary ^b	
Variable	Label	Parameter Estimate	Standard Error	Value		
Intercept	Intercept	0.17901	.10751	.67	R-Square	.5360
	Industrial democracy	0.69415	.04775	4.54	Adj R-Square	.5334

- a. Predictors: (Constant), Industrial democracy.
- b. Dependent Variable: Management power.

Table 2.5 gives the summary of the whole model and tells more about the relationship between industrial democracy and the management power, the coefficient of the determination stands at 0.5360 (53.60%). This means that industrial democracy accounts for 53.60 percent of the total strength of the management power. And, the ‘good of fit’ is satisfactory with an adjusted coefficient of determination which stands at 53.34%. The explanatory power of management power is considerably high.

The statistical relationship between industrial democracy and the management power is presented thus:

$$\text{Management power} = 0.17901 + 0.69415 \text{ Industrial democracy}$$

This regression equation shows that industrial democracy rather strengthens management power and not undermines it. From the regression equation above, the value of the constant term (intercept) is 0.17901. This simply implies that if industrial democracy is held constant, the management power is 0.17901. The value of industrial democracy coefficient is 0.69415 which is a great boost to management power. It shows that a unit increase in industrial democracy will cause a 0.73846 increase in management power. It suffices to infer that Industrial democracy strengthens management power.

Table 2.6: Summary of Regression Analysis of industrial democracy on management power ^a

Source	DF	Sum of Squares	Mean Square	Value	Pr > F
Model	1	43.53250	43.53250	11.37	<.0001
Error	183	37.68912	0.20595		
Corrected Total	184	81.22162			

Decision Rule

We reject the null hypothesis if the value of F calculated is greater than the value of F tabulated ($F_{cal} > F_{tab}$), otherwise accept it. At 95% level of significance ($\alpha = 0.05$), the F tabulated is given as: $F_{0.05, (1, 184)} = 3.8925$.

Decision

Since $F_{calculated} = 211.37 > F_{tabulated} = 3.8925$. We reject the null hypothesis. In conclusion, the results of the regression confirm with 95% confidence that industrial democracy strengthens management power.

Discussion on Findings

Both male and female workers participated in the study with the male having the frequency distribution of 99 (53.51%) and female with frequency distribution of 86 (46.49%). In this study, the major workforce was between the age of 31-40 years (62 respondents; 33.51%), while the least were workers over the age of 50 years (31 respondents; 16.76%). There were more married people in this study (106 respondents; 57.30%), respondents that were single accounted for 38.38% representing 71 respondents while the widowed were just 8 representing 4.32%. majority of the respondents had tertiary education representing 55.59%. the highest number of respondents were those who had put in 7-10 years of service representing 40%.

The finding reveals that industrial democracy has positive impact on organisation performance. The degree of influence of industrial democracy on organisation performance is 93.06%. The finding shows that there is significant relationship between industrial democracy and employee behaviour. Furthermore, the finding shows that industrial democracy does not undermine management power but rather strengthens it as industrial democracy accounts for 53.60% of the total strength of management power; F calculated is greater than F tabulated.

Paul (1968) finds out that satisfaction in work is enhanced by sincere increase in workers' decision making power in the workplace. Pole et al (2011) referring to the work of some scholars (Storey and Sisson, 1993; Kochan and Osterman, 1994; Appelbaum and Batt, 1994; Locke et al, 1995; Whitfield and Pole, 1997) explain that workers participation play major role in increasing the responsiveness of firms to market demand; that workers participation enhances workers commitment, improve quality and productivity and also optimize work organisation. Rathnakar (2012) finds out that when workers participate in decision making, it allows for better understanding of the employers by employees and their roles in the attainment of organisational goals; that management should therefore develop a favourable attitude towards workers' participation. All these are in agreement with the findings of this study.

The finding of this study establishes that industrial democracy enhances employee satisfaction; this is in agreement with Humborsad (2014), she finds out that there is association between direct participation and job satisfaction. This study's finding on organisation performance agrees with Looise et al. (2011) that direct participation of employees contributes to employee outcomes and organisational performance; and that representative bodies can also influence organisational performance. Also, Chapeyama (2012) finds out in a study that organisational democracy is positively related to productivity and that consultation, consent, dialogue and mutuality are important ingredients in the nature of organisational democracy.

Conclusion and Recommendation

It is the desire of any good firm to have good and highly productive workforce, in the light of this, management should entrench in the policy of the organisation the importance of industrial democracy and ensure that it is practiced in the real sense of it seeing the positive contributions it adds to the organisation as shown in this study. Government and all other policy makers and stakeholders should not overlook or under play the issue of industrial democracy as it can be seen as the oil that lubricates the positive and productive relationship in any organisation that chooses to practice it. The issue of democracy should be more established in labour laws and even in collective bargaining so that the interest and welfare of all will be taken into consideration at all times. Management should encourage the involvement of employees in all the organization's deeds, giving appropriate information to employees on all matters that concern them. The views of the employees should be sought and be taken into consideration when decisions are being made for the sake of fairness and justice.

Employees should be kept abreast of the organization's situation. Communication is the key in all instances. This will enhance understanding of the situations and the two parties will be able to choose the right alternative for the good of the organisation and the stakeholders. Workers that are seen and treated as members of the organisation to the extent that they are involved in decision making and participating in the organisation change scheme will be motivated and are likely to perform better at their jobs for the good and overall performance of the organisation. Also, if democracy is practiced in the workplace, workers morale would be enhanced, there would be increased organisational performance, there would be job satisfaction, and workers would be committed to the organisation. Other negative behaviours would be reduced, like conflict, absenteeism and high employee turnover. When employees are given the sense of involvement and belonging and allowed to participate in the affairs of the organisation, the employees' morale could be improved, the workers would be motivated to put in their very best for the overall efficiency and better performance of the organisation. It is therefore suggested that management should seriously pursue and adopt industrial democracy going by its many positive contributions to the organisation and the workforce.

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