

# Research Paper On Analysis Of Medarbetarskap As Practiced In The Jute Industry Of India

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## Abstract

With the advent of the British Raj and the age of Industrialization, jute industry has played a major role in shaping the economic history of India. With the passing of the years, the prominence played by the jute industry has waned to a large extent. Synthetic fibres have also contributed to a large extent to the decline of the jute industry. The management style and the plight of the workers have degraded largely. Jute, being a labour intensive industry, the ups and downs of this industry can be directly linked with the employee management practices. The study is being done to ascertain if new age management practices are being followed in the age long jute industry.

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## I. Introduction

Medarbetarskap (in Swedish) or Employeehip is to develop a culture of ownership and responsibility in an organization. The adage way of management where leadership and subordination is discarded and employees along with the manager work in a partnership model. The onus of ownership is shared by both manager and the employees. This simulates involvement of the employees and the employees feel more valued in the organization.

Managers learn to make better use of their skills in involving employees and using the knowledge, skills and aptitude of the employees. The ideas of both the employee and managers are used and brainstorming sessions become common place in the organization. Here the total workforce of the company is utilized. Thus the effect of shirking responsibility is avoided to a large extent. Subsequent research has shown that Medarbetarskap results in openness, trust, honesty and responsibility in the organization.

## II. Objective Of The Study

To ascertain the extent of Medarbetarskap being practiced in the jute industry of West Bengal.

## III. Literature Review

The concept of Medarbetarskap is akin to the concept of empowerment (Conger and Kanungo Citation 1988). To work as co-ownership is a Scandinavian working life concept, where the cornerstone is that of decentralization, autonomy and participation. This facilitates trust, engagement and community spirit. Co-ownership also facilitates retention and long term viability with the organization (Thomas Andersson 1988).



In the Medarbetarskap style of management, the individual-centered view of leadership is challenged and attention is swayed towards maintaining harmony and dialogue. The whole leadership scenario is viewed as an umbrella of multiple brains (Crevani, Lindgren, and Packendorff Citation, 2010).

Medarbetarskap can be viewed as a democratic means of management style, where all employees have an equal footing in the decision making of the company. The very concept of free and openness embarks on the concept of democracy. Medarbetarskap also aligns workers from different strata and regions of company hierarchy and coalesces to form a common basis of management decision (Johan, Curt, Marcus and Roland, 2007). In the light of this matter, Swedish Air navigation Service provider is playing a key role in introducing this Medarbetarskap style of management.

When it comes to health care industry Medarbetarskap style of management plays a big role in saving lives of people. Doctors and nurses should work in tandem and bring in collective ideas to devise ways to save life of patients (Evert, Lars and Mirko, 2019) .

#### **IV. Indian Scenario: Medarbetarskap As Practiced**

The Indian jute industry can be broadly classified into two domains. The public sector and the private sector. As found from the various journals regarding the management practices of different jute companies in the private sector, most of the private companies are lacking to constitute a board of directors. Only the behemoth private companies are having a company structure. Large companies have their own policies, grievance redressal mechanisms and even brainstorming sessions.

Again, many of the private companies are run as a family business where the company structure is totally missing. Here the business decisions are largely taken jointly by the whole family. Then here again, in many of the cases there emerges a strongman in the family, whose sway rules over the rest of the family. Many of the family run business hold brainstorming sessions and collective decision making, but in the end the family veto power would last.

There are also companies which are run by single ownership where say on the matters of the company are decided by one person alone. It can be argued that Medarbetarskap to some extent is still followed in the family run business, where the family members get together to form decision. Such brainstorming sessions are totally missing where the company is run by a single person. There is no collective responsibility in such organizations and trust is missing in most cases.

When looked into the public sector domain, the public sector companies are mainly run by the policies of the Government. When it comes to major decisions, the decision of the Government is implemented. Medarbetarskap is being followed to some extent when mid to low profile decisions are taken. The Head of the organization sits down and meet with the employees before taking any decision. However the jute mills under Government of India are only 8 in number, where Government of India owns 6 mills out of them. This study has largely kept the public sector out of its study.

#### **V. Methodology**

##### **Approach**

Questionnaire, case studies and positivistic approach.

##### **Sample**

Simple random sampling of employees of private sector employees in jute industry.

##### **Methodology**

Questionnaire, Case studies and positivistic approach.

The study is both primary and primary and secondary in nature. A questionnaire was framed which was circulated to employees of Private Sector employees in jute industry. These employees are mostly in the jute belt of Howrah and Hoogly districts. Around 50 employees of jute mill employees were surveyed. They were all from the lower rungs of company hierarchy.

The questionnaire responses varied from Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. The questionnaire was framed so as to align Medarbetarskap with the Agree and Strongly Agree portions of the questionnaire. Of the 50 employees that received the questionnaire, only 40 employees responded with the survey. The questionnaire was analyzed by the weighted average method to find the correlation of Medarbetarskap and the Jute mills employee's work habits.

Various journals and business magazines were also consulted for the analysis. These analysis were secondary in nature. The analysis were indirect in nature as to their manner of socio economic nature. One such journal clearly pointed that Housing condition, sanitation, wage rate, education, health facility are not so improved.

## **VI. Findings**

Based on the findings of the data survey and analysis it can be concluded that there is a weak co-relation between Medarbetarskap and the Jute mills employee's work habits. Through the percentage of positive responses, it can be invariably argued that there is a weak or no relation.

Of the literature that was secondary in nature, corroborated to the findings that, in the management of the Jute mills Medarbetarskap is not followed. There also exists complex labour problems which have never been looked into. Thus collective bargaining and brainstorming sessions are totally absent. The conditions of upper management has been surveyed from a distance and have been found to be affluent in nature. Thus worker participation is not followed and is missing.

## **VII. Conclusion**

The above research was based on a section of employees who were from the lower rungs of the industry. Thus if opinion of the upper level of the hierarchy were taken, the results would have been different. Again, of the employees surveyed, it was seen most employees submitted the questionnaire in a hurried way and also avoided reading. Thus a formal research might alter the findings.

Again, from the findings it has been seen Medarbetarskap can influence motivation to a large extent. This motivation can lead to increased production. Thus, formal training on Medarbetarskap is required in many of the industries.

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