

A STUDY ON WORKERS PARTICIPATION IN MANAGEMENT DECISION MAKING IN ARVIND REMEDIES LTD, THIRUVALLUR DIST, TAMILNADU

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Abstract: The study reveals a growing desire of lower level employees in the Arvind Remedies Ltd, to participate in the process of decision making. The first section of the report is concerned with workers' participation in the improvement process and in the decision making in the lower level in general. This section also gives a detailed company profile. It includes the company's history: its activities and operations, organizational structure, etc. This section attempts to give detailed information about the company and the nature of its functioning. It also includes review of literature and research methodology.

The study was in descriptive research design. It involved a survey in which a total of 110 lower level employees were drawn from the population of 354. Convenience sampling method was used to select the subjects. For collecting the required primary data, a structured questionnaire, with multiple choice and closed-ended questions was administered to the employees in the organization.

Data analysis was undertaken using the statistical techniques such as percentage method, chi-square test, ANOVA and correlation co-efficient test. Results show that Management and employees should not work at cross- purposes. They must have clearly defined and complementary objectives.

Keywords: Worker participation, Decision making, Industrial relation

INTRODUCTION

ABOUT THE STUDY

The concept of worker participation represents a popular theme in the analysis of the world work among scholars in the fields of industrial sociology industrial relation and as well as management. It refers to any arrangement which is designed to involve low cadre employees in the important decision making within the workplace. This implies that rather than saddling only a group within the enterprise with responsibility of making decision including workers would be involved in its formulation and implementation.

Workers participation implies arrangements designed to involve workers in the enterprise decision making process. This allows for worker's involvement in the initiation, formulation and implementation of decision within the enterprise. The concept can also be understood

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in term of a new approach to industry and society in which people want to be interested with the taking of decision which has direct bearing on them.

The participation enhances employee's ability to influence, decision – making at different tiers of the organizational hierarchy with resulting assumption of responsibility. It incorporates the willing acceptance of responsibility. It incorporates the willing acceptance of responsibilities by the body of workers. As they become a party to decision- making, they have to commit themselves to the implementation of decision made. The participation is conducted through the mechanism of forums and practices which provide for the association of workers representatives. The broad goal of participation is to change the organizational aspect of production and transfer the management function entirely to the workers so that they can experience intricacies function entirely the workers so that they can experience intricacies of 'auto management'.

Workers participation is crucial for better results in an organization. It helps in developing a technology to resolve conflict and to achieve constructive co-operation among the partners of production. In India, workers participation can be dated as far back as 1920 when workers and employer in the Ahmadabad textile industry agreed to settle disputes of industrial disputes by mutual discussion. Under the provision of the act work committees were appointed to remove cause of friction between the employer and the workmen in day-to-day working of the establishment and to promote measure of securing amity and good relation between themselves.

Workers Participation

The meaningful interaction of human beings with people participating in governance is commonly termed as democracy. It is the process by which authority and responsibility of managing industry are shared with workers. It is a mental and emotional involvement rather than mere physical appearance.

“Workers participation refers to the mental and emotional involvement of a person in a group situation encourages him to contribute to group goals and share in responsibility of achieving them “

– KEITH DAVIS

“Applied to industry the concept of participation means sharing the decision making power by the rank and file of an industrial organization through their representatives, at all the appropriate levels if management in the entire range of managerial action”

– MEHTRA

STATEMENT OF THE PROBLEM

To know about the concepts workers' participation in general through theoretical framework and literature, survey. To find out the relationship of the workers with management and the development pregame in the company and suggest the remedial measures to the company based on the findings of the study.

OBJECTIVES OF THE STUDY

Primary Objective

- ✓ To study the level of workers' participation in management decision making in Arvind Remedies Ltd at Thiruvallur.

Secondary Objectives

- ✓ To ascertain workers level of involvement in the decision making process according to the organization's policy.
- ✓ To study about the relationship of the workers with management.
- ✓ To find impact of workers participation in industrial relation.
- ✓ To submit findings and suggestions.

NEED AND SCOPE OF THE STUDY

NEED OF THE STUDY

Employee participation is associated with an improvement in general satisfaction, as well as satisfaction with the work, supervision, and pay, opportunities for promotion and growth, and organizational involvement. Employee participation is also linked to higher motivation and performance, less employee turnover.

Different studies indicate the fact of positive effect of participation in decision making on employee job satisfaction and motivation. However, participative management has another important role which is to assist in making comprehensive and effective managerial decision. Thus there is a need to find whether participation management has a role in decision making in companies such as 'Arvind Remedies Ltd'.

SCOPE OF THE STUDY

The scope of the study on participative style of organization certainly depends on the organizations, its nature, functions and process. Employee participation in decision making process though is beneficial; there may be a limitation to ensure that they do not take advantage of their liberty and rights of participation. There are several ways through which employees can participate in whole process. Some of them are financial participation, participation through collective bargaining, participation at the board level, participation through ownership, participation through work council and committees and participation through suggestion schemes. The study is limited to the scope of decision making at lower level. The study also has a further scope in research in other companies in pharmaceuticals and in other places of the countries.

LIMITATIONS OF THE STUDY

- ✓ The size of the sample is 110.

- ✓ The time is limited to 4 months.
- ✓ Although questionnaire was set carefully to gather the fact, respondent would have given the data too casually.
- ✓ The respondents are restricted to lower level employees only.

REVIEW OF LITERATURE

A literature review is a body of text that aims to review the critical points of current knowledge on a particular topic.

Most often associated with science-oriented literature, such as a thesis, the literature review usually precedes a research proposal, methodology and results section. Its ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as the justification for future research in the area.

A good literature review is characterized by: a logical flow of ideas; current and relevant references with consistent, appropriate referencing style; proper use of terminology; and an unbiased and comprehensive view of the previous research on the topic. It helps with all types of assignments as well.

According to Cooper (1988) “a literature review uses as its database reports of primary or original scholarship, and does not report new primary scholarship itself. The primary reports used in the literature may be verbal, but in the vast majority of cases reports are written documents. The types of scholarship may be empirical, theoretical, critical/analytic, or methodological in nature. Second a literature review seeks to describe, summarize, evaluate, clarify and/or integrate the content of primary reports”.

Coch and French (1949) are considered to be the pioneers in studying employee participation in the workplace. They developed the productivity and efficiency rationale, assuming that there is a direct link between employees involvement in decision-making and work outcomes such as the increase of job satisfaction and productivity.

Likert 1961 Participation in decision-making can satisfy employees self-actualization needs and, by doing so, increase employees motivation and job performance.

Heller and Yakal (1969) stressed that effective functioning of workers participation scheme depend upon the amount of influence leaders allow to their subordinates in decision making processes which are very sensitive to situational variables and environment.

Richie and Miles, 1970 Managers who hold Human relation theory of participation belief simply in involvement for the sake of involvement, arguing that as long as subordinates feel that they are participating and are consulted, their ego needs will be satisfied and they will be more Cooperative.

Pylee (1975) studied emergence of the scheme of workers’ participation in decision-making and the extent of its implementation in our country, It is argued that to make workers participation a reality, managerial Attitude toward workers has to be humanalized and proper education and training on participation is inevitable.

Locke, 1976 Job satisfaction and employee commitment receive considerable attention from industrial and organizational psychologists, management scientists, and sociologists. Three thousand studies had been done on job satisfaction alone by the time Locke prepared his study nearly 20 years ago.

Mills (1977) identified four basic forces underlying the clamour for industrial democracy. The first one was political in nature, pushed primarily by socialists and moderate labour and political leaders. The second was an industrial or economic force championed by innovative and socially-oriented management and at times, by unions.

Dholkia (1978) brought forth the fact that effective functioning of joint management councils resulted in accelerating production rate and helped in maintaining peaceful and amicable labour management relations both at the shop-floor and at unit level.

Sampath (1979) highlighted the importance of delegation of power, span of control, determination of responsibility and authority and power reporting system which forms the basis of creation of an efficient organizational structure.

RESEARCH METHODOLOGY

RESEARCH DESIGN

The study undertaken was a descriptive research..

SAMPLING DESIGN

- ✓ **Sampling Technique:** Sampling technique used in this project is convenience sampling in which a sample is selected on the basis of convenience of the researcher and case.
- ✓ **Sampling Unit:** The respondents of the study are the employees in Arvind Remedies Ltd, Thiruvallur.
- ✓ **Sampling Size:** Among the 354 employees in the organization a sample of 110 employees was taken for the study.

DATA COLLECTION

- ✓ **Data Type:** Primary and Secondary data.
- ✓ **Sources of Secondary Data:** Company records, books, journals.
- ✓ **Data Collection Tool:** Questionnaire is used as a primary data collection tool.

STATISTICAL TOOLS

- ✓ Percentage Analysis Method
- ✓ Chi-Square Test
- ✓ One Way Anova table
- ✓ Karl Pearson's Correlation Co-efficient

ANOVA

Table 2.1 Association Between Age and Opinion that the Workers Participation is decision making at Lower Level

H0: There is no association between age and opinion that the workers participation is decision making at lower levels.

H1: There is association between age and opinion that the workers participation is decision making at lower levels.

	<i>Sum of Squares</i>	<i>Mean Square</i>	<i>F value</i>	<i>P value</i>
Between Groups	4.799	1.200	1.120	0.351
Within Groups	112.519	1.072		
Total	117.318			

Inference

P value is 0.351 and it is greater than 0.05. Hence null hypothesis is accepted and concluded that there is no association between age and opinion that the workers participation is decision making at lower levels.

Table 2.2 Association Between Age and Opinion that the Workers Participation is decision making at Higher Level

H0: There is no association between age and opinion that the workers participation is decision making at higher levels.

H1: There is association between age and opinion that the workers participation is decision making at higher levels.

	<i>Sum of Squares</i>	<i>Mean Square</i>	<i>F value</i>	<i>P value</i>
Between Groups	1.143	.381	0.239	0.869
Within Groups	169.257	1.597		
Total	170.400			

Inference

P value is 0.869 and it is greater than 0.05. Hence null hypothesis is accepted and concluded that there is no association between age and opinion that the workers participation is decision making at higher levels.

CHI-SQUARE TEST**Table 2.3 Association Between Workers Participation in Management and Relationship with Management**

H0: There is no association between workers participation in management and relationship with management.

H1: There is association between workers participation in management and relationship with management.

workers participation in management * relationship with management

<i>Workers participation in management and relationship with management</i>	<i>relationship with management</i>					<i>Total</i>	<i>Chi-square value</i>	<i>P value</i>
	<i>very good</i>	<i>Good</i>	<i>neutral</i>	<i>bad</i>	<i>Poor</i>			
strongly agree	12	5	1	1	0	19	20.427	0.202
Agree	18	11	6	2	2	39		
Neutral	16	6	6	3	3	34		
Disagree	1	3	3	2	1	10		
strongly disagree	2	1	2	3	0	8		
Total	49	26	18	11	6	110		

Inference

P value is 0.202 and it is greater than 0.05. Hence null hypothesis accepted and concluded that there is no association between workers participation in management and relationship with management.

Table 2.4 Association Between Impact of participation in industrial relation on workers participation and best performance of the workers

H0: There is no association between impact of participation in industrial relation on workers participation and best performance of the workers.

H1: There is association between impact of participation in industrial relation on workers participation and best performance the workers.

impact on workers participation in mgmt * best contribution from workers

<i>Impact on workers participation in management</i>	<i>best contribution from worker</i>					<i>Total</i>	<i>Chi-square value</i>	<i>P value</i>
	<i>strongly agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>strongly disagree</i>			
strongly agree	6	7	14	6	4	37	19.698	0.234
Agree	6	12	18	1	0	37		
Neutral	3	7	9	2	3	24		
Disagree	1	4	1	3	0	9		
strongly disagree	0	1	2	0	0	3		
Total	16	31	44	12	7	110		

Inference

P value is 0.234 and it is greater than 0.05. Hence null hypothesis accepted and concluded that there is no association between impact on workers participation and best performance of the worker's.

FINDINGS

- ✓ 40.0% of the respondents fall in the age group of 25-35years.
- ✓ 34.5% of the respondents have 5-10years of experiences.
- ✓ 33.6% of the respondents strongly agree that decision making at lower level is workers participation.
- ✓ 30.9% of the respondents disagree that decision making at higher level is workers participation.
- ✓ 36.4% of the respondents neutral in participation in management practices is workers participation.
- ✓ 44.5% of the respondents strongly agree in co-operation with management is workers participation.
- ✓ 37.3% of the respondents agree that profit sharing is workers participation.
- ✓ 41.8% of the respondents agreed that employees must participate in management decision making at lower level.
- ✓ 37.3% of the respondents agreed that participation of employees in Industrial Relations has a positive impact on workers participation in management.
- ✓ 49.1% of the respondents feel that relationship among workers is very good and good.
- ✓ 36.4% of the respondents agreed that workers participation improve relations with management.
- ✓ 44.5% of the respondents said very good and 23.6% of the respondents said good about their relationship with management.
- ✓ 34.5% of the respondents are satisfied and 27.3% of the respondents highly satisfied with organization environment.
- ✓ There is no association between gender and opinion that the workers participation is decision making at lower levels.
- ✓ There is no association between gender and opinion that the workers participation is decision making at higher levels
- ✓ There is no association between workers participation in management and relationship with management.
- ✓ There is no association between impact on workers participation and best performance of the worker's.
- ✓ There is no association between management practices and level of satisfaction from management practices.

SUGGESTIONS

- ✓ 33.6% of the respondents said that workers participation means decision making at lower level. It must be agreed by all the employees so as to bring in overall cooperation. So the organization must conduct meetings to collect their view on the lower level

decisions and to make all the employees think that they are also involved in decision making.

- ✓ Only 36.4% of the respondents agreed that there is association between workers participation and relationship with management. There can be personal meetings and social gatherings to improve the relationships with the management which may improve the impressions of the workers.
- ✓ Only 49.1% of the respondents were satisfied with cordial industrial relations of the organization with the industrial relations bodies. So it is suggested that the organization can have more interaction with central bodies of industrial relations.
- ✓ Since satisfaction from chances to decision making at lower level helps the improvement in the performance of workers, the organization should maintain the sustainable satisfaction level.

CONCLUSION

Workers Participation in Management has assumed great importance these days because it reduces industrial unrest. This study in “Workers Participation in Management undertaken at Arvind Remedies Ltd” revealed that the employees opined that workers participation is decision making at lower level reflects in co-operation with management. Decision making in lower level employees is important as it improves the performance of the workers. To improve it suggestions are given to the organization.

The study was successfully completed with the help of management and staff in the department of management studies, Jerusalem College of Engineering and Arvind Remedies Ltd.

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