

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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WORKERS PARTICIPATION IN MANAGEMENT

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ABSTRACT

Worker's participation is a system where workers and management share important information with each other and participate in decision taking. It is viewed as industrial democracy based on the principles of equity, equality, and voluntarism. It is right to the worker representatives to criticize and offer constructive suggestions for better management. In the words of mantras, the concept of workers participation is, "a principle of democratic administration of industry, sharing the decision making power by the ranks of an industrial organization, through their proper representatives, at all appropriate levels of management, in the entire range of managerial action." The worker participation brings a sense of belongingness among them. They become a part and parcel of the organization and try to contribute maximum to it. Schemes of workers participation in management among other measures of industrial are expected to democratize the industrial milieu, and ensure egalitarianism in the process. This paper explores about workers participation in management aspects include: perception regarding organization conducting training programmes, perception of functioning of the management in participatory machineries and employees for their participation in managerial decision making.

KEYWORDS

workers, workers participation.

I. INTRODUCTION

The concept of worker participation represents a popular theme in the analysis of the world of work among scholars in the fields of Industrial Sociology, Industrial Relations as well as management. It refers to any arrangement which is designed to involve low cadre employees (workers) in the important decision making within the workplace. This implies that rather than saddling only a group within the enterprise (for instance, management) with the responsibility of making decisions, all those who are to be affected by these decisions (including the workers) would be involved in its formulation and implementation.

Workers' Participation in Management John Leitch has defined Industrial Democracy as "the organization of any factory or other business institution into a little democratic state with a representative government which shall have both the legislative and executive phases". In the same manner as political democracy has converted subjects into citizens, with right of self-determination and self-government, industrial democracy converts the workers from the mere subjects obeying the orders of the employers, into citizens of the industrial world, with a right to self-determination and self-government, that is, representative participation in making rules and enforcing them. This is known as Workers' Participation in Management. Workers' participation in management means giving scope for workers to influence the managerial decision-making process at different levels by various forms in the organisation. The principal forms of workers' participation are information sharing, joint consultation, suggestion schemes, etc.

In recent time, scholars have directed increasing attention to the issue of worker participation and its broader corollary, industrial democracy (Mankidy, 1984; Yesufu, 1984, Adewumi 1989; Verma and Syha; 1991, Weller 1993; Kester and Pinaud, 1996; Adu-Amankwah, K. and Kester, G. 1999). These concerns reflect a growing interest in finding ways to make work more meaningful and satisfying to the workers. This rest on the belief that the organizational goals of high productivity and harmonious industrial relations are best achieved when the higher level needs of the human elements (workers) are satisfied.

Worker participation implies arrangements designed to involve workers in the enterprises decision making process. This allows for workers' involvement in the initiation, formulation and implementation of decisions within the enterprise. The concept can also be understood in terms of a new approach to industry and society in which people want to be interested with the taking of decisions which have direct bearing on them. In the words of G.D.H Cole, "better participation and greater responsibility in decision- making process on the part of general workers would perhaps tend to develop in them organization loyalty, confidence, trust, favorable attitude towards supervisors, a sense of involvement in the organization.

Macgregor (1960) contend that worker participation consists basically in creating opportunity under suitable conditions for people to influence decisions which affect them. It is a special case of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. This serves to create a sense of belonging among the workers as well as a conducive environment in which both the workers would voluntarily contribute to healthy industrial relations. According to the international institute for labor studies defined as "WPM is the

participation resulting from practices which increase the scope for employee's share of influence in decision-making at different tiers of organizational hierarchy with concomitant assumption of responsibility. Acc to Davis defined as "It is a mental and emotional involvement of a person in a group situation which encourages him to contribute to goals and share responsibilities in them"

II. NEED FOR THE STUDY

To know the importance of participative management to resolve industrial disputes and increasing production simultaneously, to know the mutual cooperation of employees in achieving industrial peace, greater efficiency and productivity in the interest of the enterprise, the workers, the consumers and the nation. Further to know how trade unions cooperating with the empowered employees in managerial decision making. And to investigate the implications of workers participation in to the worker and their organization.

III. OBJECTIVES OF THE STUDY

The central objective of the paper is to determine the level of worker participation in management decision making in the specific objective are to ascertain workers level of involvement in the decision making process of their work places, to establish the general attitude of workers towards worker participation in management decision making, to determine factors which aid or hinder the observed level of participation, to investigate the implications of worker participation to worker and their organizations. Further to propose suggestions to overcome the encountered lapses, to know the importance of participative management to improve quality of managerial decisions and team work, and to determine factors which aid or hinder the observed level of participation.

IV. SCOPE OF THE STUDY

One view is that workers or the trade unions should, as equal partners, sit with the management and make joint managerial decisions. The other view is that workers should only be given an opportunity, through their representatives, to influence managerial decisions at various levels.

V. METHODOLOGY

The study adopted the case study approach for the purpose of conducting an empirical investigation to the issue of worker participation in management decision making in BHEL work environment. The study was conducted between the months of april and may. Main data were collected both through the primary and secondary sources. Primary sources of data were derived from the questionnaire and in-depth interview from employees of all departments in BHEL like HR, finance, production, and sales & marketing. Secondary sources were got from company records, bulletins and other official documents. The adoption of these tools helped to collect both quantitative and qualitative data. The questionnaire was in three sections – the first contained questions on respondents personal data, the second on the level of worker participation while the third is on worker participation structures. A sample of 50 employees out of 100 has been chosen for the study. Simple random sampling technique is used to select the sample for conducting the study.

VI. ANALYSIS & RESULTS

CHI SQUARE AND TESTS OF CONTINGENCY OBSERVED

TABLE 1.1

PARTICULARS	EFFECTIVE	INEFFECTIVE	TOTAL
Executives	40	5	45
Non Executives	5	0	5
Total	45	5	N=50

- **H0:** There is no significant difference between executives and non executives on perception of functioning of the management in participatory machineries
- **H1:** There is significant difference between executives and non executives on perception of functioning of the management in participatory machineries

CALCULATIONS

Expected values can be calculated by using the following formula

Expected cell frequency = (row total * column total) / N

EXPECTED

TABLE 1.2

PARTICULARS	EFFECTIVE	INEFFECTIVE
Executives	40.5	4.5
Non Executives	4.5	0.5

Chi-square $X^2 = \sum (O-E)^2/E$

TABLE 1.3

PARTICULARS	EFFECTIVE	INEFFECTIVE
Executives	6.172	0.055
Non Executives	0.055	0.5

$X^2 \text{ total} = 6.172 + 0.055 + 0.055 + 0.5 = 6.782$

The Degree of freedom in the chi square is computed by multiplying one minus the number of rows times and one minus the number of columns. The procedure is represented below:-

$$Df = (Rows-1) * (columns-1) \\ = (2 - 1) * (2 - 1) \\ = 1df$$

The critical or tabulated values of chi square distribution can be estimated from the chi square table were,

At df = 1,

a) Level of significance = 95% then $X^2 = 3.841$

b) Level of significance = 99% then $X^2 = 6.635$

INTERPRETATION OF CHI

- Null hypothesis: Since, the X^2 calculated is less than X^2 tabulated at 95% therefore the null hypothesis is accepted hence it is not significant accepted. Hence there is no significant difference between executives and non executives on the perception of functioning of the management in participatory machineries.
- Alternative Hypothesis: Since, the X^2 calculated is greater than X^2 tabulated at 99% therefore the null hypothesis is rejected hence it is alternative hypothesis is accepted. Hence there is significant difference between executives and non executives on the perception of functioning of the management in participatory machineries

CHI SQUARE AND TESTS OF CONTINGENCY OBSERVED

TABLE 2.1

PARTICULARS	EFFECTIVE	INEFFECTIVE	TOTAL
Executives	43	4	47
Non Executives	3	0	3
Total	46	4	N=50

- **H₀:** There is no significant difference between executives and non executives on perception regarding organization conducting training programmes
- **H₁:** There is significant difference between executives and non executives on perception regarding organization conducting training programmes

CALCULATIONS

Expected values can be calculated by using the following formula:

Expected cell frequency

$$y = (\text{row total} * \text{column total}) / N$$

EXPECTED

TABLE 2.2

PARTICULARS	EFFECTIVE	INEFFECTIVE
Executives	43.24	3.76
Non Executives	2.76	0.24

$$\text{Chi-square } X^2 = (O-E)^2/E$$

TABLE 2.3

PARTICULARS	EFFECTIVE	INEFFECTIVE
Executives	1.332	0.0153
Non Executives	0.020	1

$$X^2 \text{ total} = 1.332 + 0.020 + 0.0153 + 1 = 2.36$$

The Degree of freedom in the chi square is computed by multiplying one minus the number of rows times and one minus the number of columns. The procedure is represented below:-

$$Df = (\text{Rows}-1) * (\text{columns}-1)$$

$$= (2 - 1) * (2 - 1)$$

$$= 1df$$

The critical or tabulated values of chi square distribution can be estimated from the chi square table were,

At df = 1,

a) Level of significance = 95% then $X^2 = 3.841$

b) Level of significance = 99% then $X^2 = 6.635$

INTERPRETATION OF CHI

- Since, the X^2 calculated is less than X^2 tabulated at 95% and 99% therefore the null hypothesis is accepted hence it is not significant. Therefore the null hypothesis is accepted. Hence there is no significant difference between executives and non executives on the perception of regarding organization conducting training programmes

CHI SQUARE AND TESTS OF CONTINGENCY OBSERVED

TABLE 3.1

PARTICULARS	EFFECTIVE	INEFFECTIVE	TOTAL
Executives	45	3	48
Non Executives	2	0	2
Total	47	3	N=50

- **H₀:** There is no significant difference between executives and non executives on perception of trade unions which is necessary to empowered employees for their participation in managerial decision making
- **H₁:** There is significant difference between executives and non executives on perception of trade unions which is necessary to empowered employees for their participation in managerial decision making.

CALCULATIONS

Expected values can be calculated by using the following formula:

$$\text{Expected cell frequency} = (\text{row total} * \text{column total}) / N$$

EXPECTED

TABLE 3.2

PARTICULARS	EFFECTIVE	INEFFECTIVE
Executives	45.12	3
Non Executives	1.88	0

$$\text{Chi-square } X^2 = (O-E)^2/E$$

TABLE 3.3

Particulars	EFFECTIVE	INEFFECTIVE
Executives	3.19	0
Non Executives	7.65	0

$$X^2 \text{ total} = 3.19 + 7.65 + 0 + 0 = 10.84$$

The Degree of freedom in the chi square is computed by multiplying one minus the number of rows times and one minus the number of columns. The procedure is represented below:-

$$Df = (\text{Rows}-1) * (\text{columns}-1)$$

$$= (2 - 1) * (2 - 1)$$

$$= 1df$$

The critical or tabulated values of chi square distribution can be estimated from the chi square table were,

At df = 1,

a) Level of significance = 95% then $X^2 = 3.841$

b) Level of significance = 99% then $X^2 = 6.635$

INTERPRETATION OF CHI

- Since, the X^2 calculated is greater than X^2 tabulated at 95% and 99% therefore the null hypothesis is rejected. Therefore the alternative hypothesis is accepted. Hence there is significant difference between executives and non executives on the perception of trade unions which is necessary to empowered employees for their participation in managerial decision making.

VII. FINDINGS & SUGGESTIONS

Most of the employees felt that there is a great extent of co-operation from their management to participate in managerial decision-making. Most of the employees at BHEL are satisfied with the functioning of management in existing participatory machineries. The employees are being treated with respect at their work place. Also the decisions taken by the company are well communicated among all of them. Participative management at BHEL is helpful in peaceful settlement of industrial disputes. There is a strong support of trade unions towards the employees to protect their interests. The management has brought changes in employee's broad outlook in life, their seniority and recognition levels as a part of their personal development and lifestyle.

Apart from co-operation from the management, providing incentives will also help in getting more participation from the employees. The management should more on employee career development programmes, which can generate an idea of equality, security and future development among the employees. This in turn results in developing high morale among employees. It can be suggested to motivate the employees who will stay back with the company and remove their apprehensive and fear. The management should develop interest among the employees to get involved in the participatory machineries. The employees should be more educated of the existing participatory machineries, so that their participation can be enhanced.

VIII. CONCLUSIONS

BHEL is using only few methods like workers committees (safety, canteens), collective bargaining and joint management councils of participative management instead of using all participative methods. Employees at BHEL are participating only in two stages. They are information sharing and consultation or mutual discussion. Managerial approach to enable employees in decision making and employee's involvement in formulating future strategies is found to be moderate. Consultation is the more existing degree of participation at BHEL rather than communication and code determination. BHEL is applying only two ways (Decision-Making, initiative in organizational interest) of encouraging participation of employees for their effective and efficient functioning.

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