

A STUDY ON EFFECTIVENESS OF WORKER'S PARTICIPATION MANAGEMENT IN ORGANIZATIONAL GROWTH WITH REFERENCE TO HATSUN AGRO PRODUCT LIMITED, SALEM

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Abstract—Workers' participation in management is an essential ingredient of Industrial democracy. The concept of workers' participation in management is based on Human Relations approach to Management which brought about a new set of values to labour and management. Traditionally the concept of Workers' Participation in Management (WPM) refers to participation of non-managerial employees in the decision-making process of the organization. Workers' participation in management implies mental and emotional involvement of workers in the management of Enterprise. Indian organizational culture lacks in workers participation in management to achieve best results. This study on Effectiveness of Workers Participation management in Organizational Growth towards Hatsun Agro Product Limited, Salem. All the employees were met to know the effectiveness in workers participation in management. The primary data was collected through questionnaire and secondary data was collected from company website, magazines, journals and books. In the total population of this company, Sample size of the study is 120. From the research, we knew that some of the employees responded that relationship with the manager/superior is average in workers participation in management. So it should be improved by free flow of communication and information with the workers. Management should evolve a system of sharing the fruits of participation. WPM schemes are not successful among few employees in the organization. So it should be improved by making aware of those schemes for all the employees in the organization. All the workers must have the positive trust on the WPM. The infrastructure of the organisation must be well equipped and furnished, which would satisfy and bring loyalty among the works. It would ensure to take efforts in participation. Workers Participation in Management is moderate at Hatsun Agro Product Limited, Salem.

Keywords: Organizational Growth, Employee Participation, Industrial Democracy, Work Environment, Industrial Relations.

INTRODUCTION

Workers' participation in management is an essential ingredient of Industrial democracy. The concept of workers' participation in management is based on Human Relations approach to Management which brought about a new set of values to labour and management.

Traditionally the concept of Workers' Participation in Management (WPM) refers to participation of non-managerial employees in the decision-making process of the organization. Workers' participation is also known as 'labour participation' or 'employee participation' in management. Workers' participation in management implies mental and emotional involvement of workers in the management of Enterprise. It is considered as a mechanism where workers have a say in the decision-making.

Any form of work organizations involves interaction between Employees and Management. This interactions is done through collective bargaining, wherein groups representing different sides negotiate to find common grounds for solutions to issues of conflict. Another means of finding solutions is through Cooperation between the two. This can happen if both parties, employees and management, cooperate and jointly manage issues. When such cooperation is for managing the enterprise, it is called Worker& Participation in Management (WPM) where Participation basically means sharing the decision-making power with the lower ranks of the organization in an appropriate manner. Workers' participation in management is an essential ingredient of Industrial democracy.

Traditionally the concept of Workers' Participation in Management (WPM) refers to participation of non-managerial employees in the decision-making process of the organization. An important aim of WPM is to enable both sides to come together in order to increase productivity and to inculcate a sense of responsibility among the employees. Another aim is that of having peaceful industrial relations.

NEED FOR THE STUDY

Study on worker participation in management is needed to improve employee engagement, enhance organizational performance, and foster a positive work environment. It aims to know and understand how worker involvement in decision-making impacts motivation, productivity, and industrial relations, ultimately contributing to a more harmonious and effective workplace.

OBJECTIVES OF THE STUDY

Primary Objectives

- To study the workers participation management towards Hatsun Agro Product Limited, Salem.

Secondary Objectives

- To determine the factors which enhance workers participation in the company.
- To identify the employee's opinion towards working condition and job satisfaction.
- To relate the effectiveness of workers participation in organization efficiency.
- To give suitable suggestions.

SCOPE OF THE STUDY

Workers' participation can serve a number of purposes, all geared to achieve organizational effectiveness and the satisfaction of the employees. Workers' participation can encourage communication at all levels. Joint decision making ensure that there will be minimum industrial conflict and economic growth can be free from distracting strike. Participation is possible at all levels of management. It depends upon the nature of functions; the strength of the workers, varieties of depends upon the nature of function, the strength of the worker, varieties of departments, attitudes of trade unions and the management. There are four stages of participation they are informative and associative participation, consultative participation, administrative participation and decision participation. The study is confined to Hatsun Agro Product Limited, Salem. The study aims to know the workers participation in management.

RESEARCH METHODOLOGY

The advanced learner's dictionary of current English lays down the meaning of research as a "careful investigation or inquiry especially through search for new facts in any branch of knowledge". Research is an academic activity and as such the terms should be used in a technical sense. According to Clifford woody research comprises defining and redefining problems, formulating hypotheses or suggested solutions. Collecting deductions and reaching conclusions, and at carefully testing the conclusion to determine whether they fit the formulating hypothesis.

RESEARCH DESIGN

Research design can be defined as a master plan, specifying the methods and procedures for collecting and analyzing the needed information. The design of the research was Descriptive in nature. A descriptive research design is one that describes the characteristics of a particular individual or a group.

SAMPLE DESIGN

A Sample design is definite plan for obtaining a sample from a given population. It refers to the technical procedures the research would adopt in selecting items for the sample, i.e. the size of the sample.

SAMPLING TECHNIQUE

Simple random sampling is used. Under this sampling, every item of the universe has an equal chance of inclusion in the sample.

SAMPLE SIZE

In the total population of this company, Sample size of the study is 120.

AREA OF THE STUDY

The research study was done in Hatsun Agro Product Limited, Salem.

METHODS OF DATA COLLECTION

Both the Primary and Secondary data are collected.

PRIMARY DATA

Information which is collected at first time is called primary data. In this study Primary Data was collected with the help of the questionnaire. The questionnaires were given to the respondents.

Questionnaire methods:

This method of data collection is quite popular in case of big enquiries. It is being adopted by private individuals, research workers, private and public organizations and even by governments. In this method a questionnaire is sent to the persons concerned with a request to answer the questions and return the questionnaire. A questionnaire consist of a number of questions printed or typed in a definite order on a form or set of forms. The researcher has used this technique to collect data.

SECONDARY DATA

Information which was collected already by some people is called secondary data. In this study Secondary data was collected form the company, industry websites and journals.

STATISTICAL TEST & TOOLS USED

- Simple Percentage Analysis
- Chi- Square Analysis
- Correlation

DATA ANALYSIS AND INTERPRETATION**CHI-SQUARE TEST-1****RELATIONSHIP BETWEEN AGE AND OBJECTIVES OF WORKERS PARTICIPATION IS FULFILLED IN MANAGEMENT****H0:**

There is no significant relationship between Age and Objectives of workers participation is fulfilled in management

H1:

There is significant relationship between Age and Objectives of workers participation is fulfilled in management

AGE * OBJECTIVES OF WORKERS PARTICIPATION IS FULFILLED IN MANAGEMENT**Cross tabulation**

Count							
		Objectives of workers participation is fulfilled in management					Total
		Highly agree	Agree	Neither agree nor disagree	Disagree	Highly Disagree	
Age	20-25 Years	8	0	0	0	0	8

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	26-30 Years	4	6	0	0	3	13
	31-35 Years	0	2	16	37	0	55
	36-40 Years	0	0	0	3	24	27
	Above 40 Years	0	0	0	0	17	17
Total		12	8	16	40	44	120

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.320E2 ^a	16	.000
Likelihood Ratio	210.802	16	.000
Linear-by-Linear Association	82.521	1	.000
N of Valid Cases	120		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .53.

Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Contingency Coefficient	.812	.000
N of Valid Cases		120	

INTERPRETATION:

Here not assuming null hypothesis. So we accept alternative hypothesis. From the symmetric measures, the value is high (0.812). So there is close relationship between Age and Objectives of workers participation is fulfilled.

CHI-SQUARE TEST-2

RELATIONSHIP BETWEEN EDUCATION QUALIFICATION AND ATTENDING MEETING REGULARLY

H0:

There is no significant relationship between education qualification and attending WPM meeting regularly

H1:

There is significant relationship between education qualification and attending WPM meeting regularly

EDUCATION QUALIFICATION AND ATTENDING WPM MEETING REGULARLY

	Observed N	Expected N	Residual
Diploma	21	30.0	-9.0
Graduates	52	30.0	22.0
Post Graduates	22	30.0	-8.0
Professional	25	30.0	-5.0
Total	120		

Attending WPM meeting regularly

	Observed N	Expected N	Residual
Always	9	24.0	-15.0
often	32	24.0	8.0
Somewhat	48	24.0	24.0
Rare	16	24.0	-8.0
Never	15	24.0	-9.0
Total	120		

Education Qualification * Attending WPM meeting regularly Cross tabulation

Count							
		Attending WPM meeting regularly					Total
		Always	often	Somewhat	Rare	Never	
	Diploma	9	12	0	0	0	21
Education Qualification	Gaduates	0	20	32	0	0	52
	Post Graduates	0	0	16	6	0	22
	Professional	0	0	0	10	15	25
Total		9	32	48	16	15	120

Test Statistics

	Education Qualification	Attending meeting regularly
Chi-Square	21.800 ^a	42.083 ^b
Df	3	4
Asymp. Sig.	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 30.0.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 24.0.

INTERPRETATION:

Here expected frequencies are less than 5. So we accept null hypothesis. So there is no relationship between education qualification and attending WPM meeting regularly.

CORRELATION ANALYSIS

Correlation between agree that working condition for participation and WPM enhance the growth of employee and organization

Correlations			
		Agree that working condition for participation	WPM enhance the growth of employee and organization
Agree that working condition for participation	Pearson Correlation	1	.944**
	Sig. (2-tailed)		.000
	N	120	120
WPM enhance the growth of employee and organization	Pearson Correlation	.944**	1
	Sig. (2-tailed)	.000	
	N	120	120
**. Correlation is significant at the 0.01 level (2-tailed).			

INTERPRETATION:

The above table depicts the relationship between agree that working condition for participation and WPM enhance the growth of employee and organization. These two variables have high degree of correlation i.e. 0.944. So there is a close relationship between these two variables.

FINDINGS

- 45.8% of the respondent's age is 31-35 years.
- 61.7% of the respondents are single
- 43.3% of the respondent's educational qualification is graduates.

- 28.3% of the respondents are having 6-10 years working experience.
- 43.3% of the respondents income is below Rs.15,000.
- 35.8% of the respondents said never on having opportunities to do job on their own.
- 40.8% of the respondents are highly satisfied about infrastructure to do their work
- 36.7% of the respondents are highly disagree about the objectives of workers participation in management is fulfilled in their company.
- 40.8% of the respondents are highly agree about it is necessary for every employee should participate in decision making.
- 40% of the respondents said somewhat they attend the meetings conducted by the management regularly.
- 45% of the respondents are disagree about there is a positive impact of their participation on industrial relations.
- 31.7% of the respondents are disagree about WPM concept useful in improving relations between manager and employee/worker.
- 37.5% of the respondents said that often the management resolved their problems through union.
- 34.2% of the respondents are highly satisfied with the company's reward and recognition program for effective participation.
- 31% of the respondents are always having co-operation between their co-worker's for effective participation.
- 30.8% of the respondents are always having co-operation between Manager/ Supervisor for effective participation.
- 39.2% of the respondents are satisfied with the number of meeting held in their company for WPM.
- 25% of the respondents are dissatisfied with the refreshment programs organized by the company for participation.
- 40.8% of the respondents are highly agree about the working conditions in the company.
- 38.3% of the respondents are highly agree about the organization goals are achieved through their participation in management .
- 30.8% of the respondents are highly satisfied about the recognition given by the management for effective participation.
- 32.5% of the respondents are always felt frequent chance given for participation in management.
- 40% of the respondents are highly satisfied with the level of trust on WPM in their company.
- 36.7% of the respondents are always discussing living and working conditions in this committee.
- 40.8% of the respondents are highly agree towards the WPM enhance the growth of employees and organization.

SUGGESTIONS

- A good working atmosphere should be created for the workers. The infrastructure of the organisation must be well equipped and furnished, which would satisfy and bring loyalty among the works. It would ensure to take efforts in participation.
- The objectives of the organisation must be transparently explained to the workers to ensure fulfill the same. Individual goals must be aligned with workers participation in management. Then only it can achieve the organizational goals easily.
- All the workers must attend the meeting regularly and the concern should conduct the meeting frequently. By that, concern could able to achieve its objectives and maximize its productivity. Workers must provide equal chances to participate in management. There should not be any bias to participate.

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- Some of the employees responded that management cooperation is poor in workers participation in management, so it should be improved by free flow of communication and information with the workers Management should evolve a system of sharing the fruits of participation.
- WPM schemes are not successful among few employees in the organization so it should be improved by making aware of those schemes for all the employees in the organization.
- Most of the employees agree that conflict of interests between labor and management leads to failure of WPM. So management should take the proper steps to reduce the conflicts between the labor as well as top level. Serious attention has to be given to the removal of hurdles.

CONCLUSION

Workers Participation in Management has assumed great importance these days because it reduces industrial unrest and helps in dispelling employees misunderstanding about the outlook of management in industry. The organization has been seen to practice moderate participative mechanism.

Workers Participation in Management may reduce alienation or increase personal fulfillment of workers. It also influences efficiency in various direct and indirect ways. Careful measurement and calculation are required to assess the net effect of participation upon efficiency and economic factor. Workers Participation in Management is respectable at Hatsun Agro Product Limited, Salem and some employees are on negative side towards attending meetings, refreshment programs conducted and fulfillment of objectives. Corrective measures should be implemented for the above factors and employee's should be encouraged by the company to participate in management related activities.

Employees have positive opinion towards workers participation management. They agree it improves understanding between managers and workers and also informed that WPM enhances the growth of the employee and also the organization thereby achieving the goals.

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