

A STUDY ON WORKERS' PARTICIPATION IN MANAGEMENT (WPM) WITH SPECIAL REFERENCE TO EXPORT INDUSTRIES IN KARUR, TAMILNADU

V.Abirami¹, M.Krithikaa²

¹First Year MBA Student, School of Management, Sri Krishna College of Technology, Coimbatore

²First Year MBA Student, School of Management, Sri Krishna College of Technology, Coimbatore

Email: ¹17mba.abirami.v@skct.edu.in, ²17mba.krithikaa.m@skct.edu.in

Abstract—The word 'participation' means sharing the decision-making power with the lower ranks of the organization in an appropriate manner. Participation has a unique motivational power and a great psychological value. It promotes harmony and peace between the workers and management. When workers participate in organizational decisions, they are able to see the big picture clearly that is how their actions would contribute to overall growth of the company. This study attempts to analyze the workers participation among the export industries with special reference to Karur district of Tamilnadu. Data were collected through questionnaire from a sample of 150 workers. The results of the study revealed to understand employee's participation within the organization. The workers are willing to accept the responsibility of greater involvement in management decision making. Employees are the brain of the organization.

Keywords—Decision Making, Export Industries, Involvement, Management, Workers' Participation.

INTRODUCTION

The concept of workers participation in management (WPM) is a broad and complex one depending on the social, political environment and cultural conditions. The scope and contents of participation may change in any case. A common thread running through all interpretation is the idea of associating employees in managerial decision making.

WPM has been defined as the participation resulting from practices which increase the scope of employees and the share of influence in decision making at different tiers of organizational hierarchy with assumption of responsibility.

WPM means different things to different people depending upon their objectives and expectations. For management it is a joint consultation prior to decision making, for workers it means co-determination, for trade unions it is the new order of social relationship and a new set of power equation within organizations, while for government it is an association of labor with management without the final authority or responsibility in decision making.

REVIEW OF LITERATURE

Levine and Tyson (1990) distinguish between the consultative and substantive forms of participation. In consultative forms, employees provide information or advice, but management retains the right to make decisions. In more substantive participatory systems workers have greater autonomous control over methods, pace of work and make decisions that substantively affect the production process. This difference between consultative and substantive forms of participation is what Rubenstein, Bennett, and Kochan, (1992) called "off-line versus "on-line" participation.

Adewumi (1990) contended that the Nigerian Industrial relations system is guided by the underlying philosophy in establishment of institutions and machineries though which management and workers meet on equal balance to discuss, consult and negotiate the terms and conditions of employment.

American Society of Training and Development (1979) presented Worker participation in management as a process of work organizations, which enables its members at all levels to participate actively and efficiently in shaping the organizations environment, methods and outcomes.

Dr. Kuldeep Singh And Mrs. Meera Siwach- “Workers Participation in Management is the process of management of the people, for the people and by the people. It gives a sense of belongings among the workers towards the organization.”

International Labour organization (ILO) revealed “Workers participation may, broadly be taken to cover all terms of association of workers and their representatives with the decision-making process, ranging from exchange of information, consultations, decisions and negotiations to more institutionalized forms such as the presence of workers’ members on management or supervisory boards or even management by workers themselves as practiced in Yugoslavia

PROBLEM STATEMENT

Participation in decision making (PDM) takes several distinct forms. A review of empirical study demonstrates that the effects of participation on satisfaction and performance vary according to the organization. Workers play an important role in any organization, so their participation and involvement in an organization is essential. This study reveals how the workers participation helps in decision making and forward planning in a firm.

OBJECTIVES OF THE STUDY

- To study about workers participation level in management.
- To identify the factors affecting the workers participation.
- To identify the internal relationship among the Employees and Employer.
- To study about workers involvement level at the time of organizational change.
- To ascertain workers level of involvement in the decision-making process of their work place.

RESEARCH METHODOLOGY

The research design chosen for the study is Descriptive in nature. A sample of 150 workers from export industries in Karur District was selected after considering time and cost. Convenience method of sampling is used to collect the data from the respondents. The data is collected from both primary and secondary sources. Primary data is collected through interview schedule and the secondary data is collected from books, magazines, and websites etc. For the purpose of research study, the method of simple random sampling is undertaken. The collected data has been analyzed by using a) Percentage analysis b) Chi square test, c) Correlation Analysis.

DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic Factors

<i>Particulars</i>	<i>Frequency</i>	<i>Percentage</i>
Gender		
Male	119	79
Female	31	21
Marital Status		
Married	109	73
Unmarried	41	27
Age		
Below 20	14	9

21-30	49	33
31-40	67	45
41 and Above	20	13
Experience		
Less than 3 years	18	12
3-6 Years	72	48
6.1 – 9 years	36	24
More than 9 years	24	16
Educational Qualification		
HSC	85	57
Diploma	16	11
Degree	8	5
Others	41	27
Monthly Income		
Below Rs.7,500	75	50
Rs.7,501 – Rs.12,000	62	41
Above Rs.12,000	13	9

Interpretation

The above table shows that 79% of the respondents are male and 73% of the respondents are married. 45% of the respondents belong to the age group between “31-40Years”. Only 12 % respondents have Less than 3 years of experience and Most of them (57%) have completed their higher secondary education. Most of the respondents (50%) are getting salary “Below Rs.7, 500”.

CHI-SQUARE ANALYSIS**Table 2: Relationship between Age of the Respondents and Dedicated Interest of Workers towards the Company**

<i>Dedicated Interest of Workers</i>	<i>HS</i>	<i>S</i>	<i>N</i>	<i>DS</i>	<i>HDS</i>	<i>Total</i>
<i>Age Group</i>						
Less than 3 yrs	1	6	6	1	0	14
3-6 yrs	9	26	13	1	0	49
6-9 yrs	13	28	24	2	0	67
Greater than 9 yrs	3	12	5	0	0	20
Total	26	72	48	4	0	150

Null hypothesis (H₀):

There is no significant relationship between Age group of the respondents and the dedicated interest level of the workers.

Alternate hypothesis (H₁):

There is a significant relationship between Age group of the respondents and the dedicated interest level of the workers.

<i>Factors</i>	<i>Degree of freedom</i>	<i>Table value</i>	<i>Calculated value</i>	<i>Relationship</i>
Age group Vs Dedicated interest level of the workers	12	21.0	5.843	No Significant relationship

Result:

Null hypothesis is accepted because the calculated value is less than table value. So, it is concluded that there is no significant relationship between age group of the respondents' and the dedicated interest level of the workers towards the company.

Table: 3 Relationships between Education Qualification of the Respondents and Comfortable, Adequate Working Conditions of the Company

<i>Education qualification</i>						
<i>Comfortable, Adequate working conditions</i>	<i>HS</i>	<i>S</i>	<i>N</i>	<i>DS</i>	<i>HDS</i>	<i>Total</i>
HSC	19	31	20	10	5	85
Diploma	1	7	5	2	1	16
Degree	4	2	0	2	0	8
Others	21	13	3	4	0	41
Total	45	53	28	18	6	150

Null hypothesis (H₀):

There is no significant relationship between Education qualification of the respondents and Comfortable, adequate working conditions of the company

Alternate hypothesis (H₁):

There is a significant relationship between Education qualification of the respondents and Comfortable, adequate working conditions of the company.

<i>Factors</i>	<i>Degree of freedom</i>	<i>Table value</i>	<i>Calculated value</i>	<i>Relationship</i>
Education qualification Vs Comfortable, adequate working conditions	12	21.0	23.610	Significant relationship

Result:

Null hypothesis is rejected because the calculated value is greater than table value. So, it is concluded that there is significant relationship between education qualification of the respondents' and the comfortable, adequate working conditions of the company.

Table 4: Relationship between Level of Experience of the Respondents and Active Workers Participation in the Company

<i>Active WPM & Experience</i>	<i>HS</i>	<i>S</i>	<i>N</i>	<i>DS</i>	<i>HDS</i>	<i>Total</i>
Less than 3 yrs	4	2	9	3	0	18
3-6 yrs	4	22	43	3	0	72
6-9 yrs	1	8	22	5	0	36
Greater than 9 yrs	0	6	16	2	0	24
Total	9	38	90	13	0	150

Null hypothesis (H₀):

There is no significant relationship between level of experience of the respondents and active workers participation in the company

Alternate hypothesis (H₁):

There is a significant relationship between level of experience of the respondents and active workers participation in the company

<i>Factors</i>	<i>Degree of freedom</i>	<i>Table value</i>	<i>Calculated value</i>	<i>Relationship</i>
Experience Vs Active workers participation in the company	12	21.0	10.986	No Significant relationship

Result:

Null hypothesis is accepted because the calculated value is less than table value. So, it is concluded that there is no significant relationship between level of experience of the respondents' and the active workers participation in the company

Table 5: Relationship between Gender of the Respondents and Satisfaction Level of Work Load in the Company

<i>Gender & Satisfaction level</i>	<i>HS</i>	<i>S</i>	<i>N</i>	<i>DS</i>	<i>HDS</i>	<i>Total</i>
Male	20	39	52	6	2	119
Female	6	6	11	7	1	31
Total	26	45	63	13	3	150

Null hypothesis (H₀):

There is no significant relationship between gender of the respondents and the satisfaction level of work load in the company.

Alternate hypothesis (H₁):

There is a significant relationship between gender of the respondents and the satisfaction level of work load in the company.

<i>Factors</i>	<i>Degree of freedom</i>	<i>Table value</i>	<i>Calculated value</i>	<i>Relationship</i>
Gender Vs Satisfaction level of work load	4	9.488	10.986	Significant relationship

Result:

Null hypothesis is rejected because the calculated value is greater than table value. So, it is concluded that there is significant relationship between gender of the respondents' and the satisfaction level of work load in the company.

CORRELATION

Table 6: Relationship between Solving the Problem by Management and Workers Consideration While Setting the Grievance

	<i>HS</i>	<i>S</i>	<i>N</i>	<i>DS</i>	<i>HDS</i>	<i>TOTAL</i>
Yes	26	57	31	9	5	128
No	5	10	6	1	0	22

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X	Y	X ²	Y ²	XY
26	5	676	25	130
57	10	3249	100	570
31	6	961	36	186
9	1	81	1	9
5	0	25	0	0
128	22	4992	162	895

$$r = \frac{\sum xy/n - (\sum x/n)(\sum y/n)}{\sqrt{\sum x^2/n - (\sum x/n)^2} \sqrt{\sum y^2/n - (\sum y/n)^2}}$$

r = 0.992

Interpretation:

There is a positive correlation between solving the problem in management and workers consideration while setting the grievance

FINDINGS OF THE STUDY

The findings of the study are presented on the basis of Simple percentage, Chi-Square analysis and Correlation analysis.

35% of the employees agree with the working condition.33% of the employees are highly satisfied in giving suggestion to the management. 85% of the employees accepted when the management solves the problems immediately. It is pinpointed that (41%) of the employees have their opinion to follow suggestion committee meetings once in 6 months. From the study it is found that (39%) of employee's opinion towards the company's grievance cell is good. 41% of the employees are satisfied in setting the grievance from employee's perspective.65% of the employee's opinion given towards workers participation in decision making is confined to safety provisions. Majority of the employee's opinion is neutral in workers involvement level at the time of organizational change. 47% of the employees are satisfied in workers involvement level at the time of alteration in technology. Majority of the employees are satisfied in workers participation in management which leads to establishment of harmonious relations. It is inferred that (58%) of the employees have their opinion that they are busy in their work and so it affects their participation along with the top management.58% of the employee's outlook has moderate improvement in workers participation with management which has impact on quality and productivity.

RECOMMENDATIONS

- The management should interact with all age group people and discuss their needs and wants in committee meetings.
- Management should categorize employees' as per the education level in the organization.
- Workload of the employees should be reduced.
- Management should go along with the employees in terms of decision making.
- Committee meeting should be fully utilized by the management as well as employees.
- Active worker participation should be increased by the top-level management.
- Employers are encouraged to support participation in decision making with employees to increase their involvement towards the ideal of industrial democracy.
- Workers can initiate criticisms, suggestions and discuss them directly with managers. Managers should give a prior notice of a change and workers should have a chance to voice their views, and perhaps stimulate reconsideration

CONCLUSION

The title "A Study on Workers' Participation in Management (WPM) with special reference to Export Industries in Karur, Tamilnadu" and this study has been portrayed about the information collected from the employees of Export industries. The study mainly focuses on the information about the workers participation in the management.

Workers' Participation in Management has assumed great importance these days because it reduces industrial unrest and helps in dispelling employees and misunderstanding about the outlook of management in industry. The organization is giving utmost importance to the workers Participation in all the levels of the Management. The organization uses a sound participative mechanism. There exist a healthy sign of team spirit and co-operation among the employees in the organization. The employees seem to understand and co-operate with each other in the organization.

It also influences efficiency of workers in both direct and indirect ways. Employees believe that they will definitely get benefited when participation is confined to all the members of the organization and consider their views at different levels of decision making. The workers participation in management improves the understanding in between the managers and workers.

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