

A STUDY ON WORKER PARTICIPATION MANAGEMENT IN LAKS TEXTILES LTD WITH REFERENCE TO KARUR

S.Durgadevi¹, G.Aarathana²

¹*Final Year MBA Student, Department of Management Studies, Paavai Engineering College (Autonomous), Pachal, Namakkal, Tamil Nadu. Email ID: durgadevishankar51@gmail.com*

²*Assistant Professor, Department of Management Studies, Paavai Engineering College (Autonomous), Pachal, Namakkal, Tamil Nadu.*

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. 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. Worker's participation in management is the participation of the workers in decision-making as well as various important aspects of an organization, which has been accepted as a fundamental concomitant of harmonious labour management relations. The need for their searcher to study "worker's participation in management" is to find out the workers' need level.*

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.

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REVIEW OF LITERATURE

Dessler (2017) Employee's Participation in Management in MNCs in India, International Journal of Science and Research (IJSR) Volume 6 Issue 8, PP:848-849. Worker participation in management is a mental and Emotional involvement of a Worker in a group situation which encourages him to contribute to goal and share responsibilities in them. It crystallizes the concept of industrial democracy and indicates an attempt on the part of Workers to build his Workers into a team which work towards the realization of common objectives to achieve a common goal.

Memorial, (2017) Influence of employee participation on performance of Government Healthcare Institutions in Kenya, Jomo Kentyatta University of Agriculture and, PP:1-170. stated that Worker participation in management is attaining industrial democracy by ensuring the total involvement of the Workers in achieving the organizational goal of the enterprises. It results which increase the scope for workers share of influence in decision making at different of the organizational hierarchy with concomitant assumptions of responsibility.

Henema, (2018) Impact of Different Types of Employee Participation on Organizational Commitment: A Comparative Study of Pakistan and United States of America, Mohammad Ali Jinnah University Islamabad, PP:1-192. briefly describes that Worker participation is a geared to achieve organizational effectiveness and the satisfaction of Worker is a method designed to generate among Workers and this helps in motivating Worker to achieve organizational goal, it ensures joint responsibility and co-operation to optimally utilize the limited resources available to the management.

Srivastava, (2018) Effects of societal trends on participation research', *Administrative Science Quarterly*, Vol. 32, pp.241-262. stated that, Worker participation is of institutional and formal arrangements resulting into the creation of various participative forms to associate Worker representatives with management, participation management refers to managers specific style in which he interacts with the Workers, it can mutual trust, information sharing and problem solving.

Mannan (2019) 'Structure and strategy in the case for worker participation', *The Journal of Industrial Relations*, Vol. 25, No. 3, September, pp. 317-326. explains that Worker participation is to authorize Workers to take part in managerial functions and they may be given power to plan to make decision about their own work. These are formal ways in which Worker can participate in the management process, Workers are active in the process of decision making, provides education to Worker. It fosters initiative and creativity among them.

Mittal, (2019) 'Theories of Participation: An Analysis of Core Assertions', in W. A. Howard, ed., *Perspectives on Australian Industrial Relations*, Longman Cheshire, Melbourne, pp. 165- 186. Worker participation is to considered imperative for organization to cope with the myriad changes in the environment and make the rising expectation of Workers compatible with the requirements of high performance needs to identify centre of responsibility of decision implementation in the existing organizational structure so as to avoid situations where management may give their priority and time frame for implementation of the decision.

Mathur (2020) 'Workers participation: a critical view', *Industrial Relations*, Vol. 9, pp. 197-2. Suggested that Worker participation occurs when superiors are required to share with subordinates the authority for making decision, which affect them or their work output. It may occur at the work group level or it may involve in organizational decision making. The effect or participation of Workers in decision making will increase the motivation of individual.

Michael, V.P. (2020) Perceptions of worker participation: the influence of job status and political affiliation', *The Journal of Industrial Relations*, Vol. 24, No. 1, March, pp. 19-3. Describes Worker participation in management is to increasing good will and co-operation which is a precondition to encourage the Worker to give more than minimum necessary to retain the work. They resist group think, because they prefer only the expert in the areas to make the decision. According to International Institute of Labour Studies is that Worker participation in management is resulting from practices which increase the scope for Workers share of influence in decision making at different their of organization hierarchy with concomitant assumption responsibility an instrument for increasing the efficiency of enterprises and establishing harmonious industrial relations.

Avinash Advani (2021) *democracy, Authority, and Alienation in Work - Workers' Participation in an American Corporation*, The University of Chicago Press, Chicag. they stated that employee participation is one of the influencing factors of job satisfaction and it create communication gap between the management and the employee. If the management provide proper system to the employee they can feel free and they can participated in organization's decision making process. Increase communication with the employee and management, conduct meeting with employees help to achieve the organizational goals.

Shashwat Shukla (2021) 'Industrial democracy or employee participation: is it negotiable and by whom?', *The Bankers' Magazine*, pp. 224-230. According to this many ways are available for participation of employee in management for the better growth of multinational organization. The policies have equal importance but it differ based on individuals, employees, religion, location of organization etc.

Lucy Kagwiria Kuria(2022) 'The effect of personal and organizational characteristics on participation in quality circles', *Akron Business and Economic Review*, Summer, pp. 33- 38.. this study explained that four dimensions of employee participation such as employee consultation, delegation, joint decision making and collective bargaining. Positive increase of the employee consultation increases the organizational performance.

Lahovary, (2022) Effect of employee participation in decision making on the Organizational commitment amongst academic staff in the private and public Universities in Kenya, *International Journal of Advanced Research in Management and Social Sciences*, Vol. 3 | No. 12 |PP:131- 142.. define co- determination as the structured participation of employee or their representative in the company's formulation of objectives and in decision making process. He sees it as a corporate strategy, where there is close relationship between union officials and management. The union officials are major contributors in corporate plans. Employee participation therefore refers to collective and individual processes that enable the employee(s) to influence decisions, share in financial and profit participation.

Oluyinka Solomon, (2023) Complementary or Conflictual? Formal Participation, Informal Participation, and Organizational Performance PP: 1-47. They stated that incentive system and employee motivation has a significant

relationship, both system has to improve the employee productivity and has a positive correlation. So all companies has adopted these strategies it will help to improve employee productivity and organizational performance

Lawrence Wainaina,(2023) The impact of representative employee participation on organizational performance A comparison of four neighbouring countries – Belgium, Germany, the Netherlands and the United Kingdom,PP:1-56.. they stated that employee participation increase the level of decision making also employee participation in decision making increases the organizational commitment. Employee interaction, issue related discussions with employee and better work environment has help to the management to increase the level of organizational commitment.

STATEMENT OF THE PROBLEM

Worker's participation in management is the participation of the workers in decision- making as well as various important aspects of an organization, which has been accepted as a fundamental concomitant of harmonious labour management relations. The need for their searcher to study "worker's participation in management" is to find out the workers' need level.

OBJECTIVES OF THE STUDY

- To know the opinion of respondents towards Workers' participation in Management.
- To study the Management responses to the extent to the influence company policies
- To study the popular methods of workers participation in management
- To know the opinion of respondents towards their working conditions and their Job Satisfaction.
- To create in employees a sense of participation in industry and to improve the working and living conditions of employees.
- To promote better understanding between labours and management on the various issues of the organisations.
- To study the employees facing the challenges in participation of management.

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.

LIMITATIONS OF THE STUDY

- The study is confined only to 120 respondents among the sample size was considered as enough for the study by the researcher.
- Due to work pressure and the working environment, employees did not have sufficient time so that couldn't give proper response to the queries.
- The researcher has been conducted only in steel industries. So result would not reflect all other of Karur district and cannot be generalized.

RESEARCH METHODOLOGY

RESEARCH DESIGN

A research design is the basic frame work or plan for a study that guides the collection of data and analysis of the data in employee surveys this descriptive research design is adopted in data collection and analysis.

DESCRIPTIVE RESEARCH

Descriptive research can be explained as a statement of affairs as they are at present with the researcher having no control over variable. Moreover, "descriptive research may be characterised as simply the attempt to determine, describe or identify what is, while analytical research attempts to establish why it is that way or how it came to be

SAMPLING METHOD

The sampling technique used in this study is “convenience sampling” when the population element for inclusion in the sample is based on the ease of access. It can be called as convenience

SAMPLING DESIGN

The sampling design being used for this study is convenient sampling size selected was 120 employees.

PERIOD OF STUDY

The duration taken by the researcher for the data collection and analysis regarding the employees engage of 3 Months

COLLECTION OF DATA

This research has used both primary and secondary for the study.

PRIMARY DATA

Primary data was collected through direct interaction with employees. The employees are interviewed by giving a questionnaire the filled in questionnaire leads to the collection of primary data.

SECONDARY DATA

Secondary data termed as reference data. The data is obtained form already existing information, information from the personnel department’s reports, and welfare department company journals, yearbooks, website etc.

TOOLS USED

1. Simple Percentage analysis
2. Chi-square test
3. Correlation
4. ANOVA

FINDINGS

- Majority 66.7% of respondents are male
- Majority 33.3% of the respondents belong to the age group of 21-30 years.
- Majority 51.7% of the respondents are married
- Majority 30.8% of the respondents are diploma educational level.
- Majority 30.8% of the respondents are work for 3-5 years in service.
- Majority 29.2% of the respondent’s income are rs.10,000 – rs.15,000
- Majority 35.8% of the respondents are said average in workers participation for increasing productivity
- Majority 40.8% of the respondents are strongly agree and agree in positive impact of your participation on industrial relations
- Majority 39.2% of the respondents are very high for management communicate decisions made to employees
- Majority 50.0% of the respondents are high for level of partition
- Majority 32.5% of the respondents are feeling excellent for workers participation for increasing productivity
- Majority 57.5% of the respondents are said high for involvement in management decision making.
- Majority 68.3% of the respondents said they hold management responsibility
- Majority 38.3% of the respondents are said high for identification with company goals and image.

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- Majority 51.7% of the respondents are very high for financial participation and 51.7% of the respondents are average for suggestion scheme
- Majority 41.7% of the respondents are high for stimulate innovation and creativity
- Majority 38.3% of the respondents are said high for employees get adequate information about how they perform their jobs
- Majority 37.5% of the respondents are said very high for supervision they offer to their junior employees.
- Majority 48.3% of the respondents are strongly agree for incentives based on performance and work
- Majority 39.2% of the respondents are very high for communication gap
- Majority 40.8% of the respondents are suggesting enough pay for important aspect of their job.
- Majority 41.7% of the respondents are said lack of rewards for hinders for involvement in employee participative programs.

SUGGESTIONS

The work environment should be congenial enough to motivate workers to give whole-hearted co-operation with a view to ensuring its efficient operation. Both the workers and management should have complete faith in the efficacy of the scheme and should pool their talents and resources, and demonstrate their will to work for the achieving of their goals.

The participation should be real. The issues related to major strategies, product diversification, the evaluation of costs, the human resources development and the expansion of markets should also be brought under the jurisdiction of the participating bodies. The system of participation must be complementary to the collective bargaining process. The form, coverage, extent and levels of participation should be in the interest of the parties concerned. The objective to be achieved should not be unrealistically high, vague or ambiguous but be achievable, clear and taught to all participants. For the effectiveness of workers participation scheme, participation must be based on mutual trust and confidence. Hence attempts to enforce it by law or compulsion would defeat its basic purpose. The management should design a proper system so that the effectiveness of the schemes may be assessed periodically, and, if required, the changes may be made to make the scheme more advantageous for all the parties.

CONCLUSION

The study helped the researcher to know about the factors that contribute to Workers' participation in management and relationship between management and employees. The employer and employee relationship in the company is very strong due to the Workers' participation in management. Management should be prepared to give all information connected with the working of the industry and labour should handle that information with full confidence and responsibility. The workers should become aware of their responsibilities. The leaders should initiate this in them. Similarly, the top management should make the lower echelons to show a new attitude in the light of the new relationship. Modern scholars are of the mind that the old adage "a worker is a worker, a manager is a manager; never the twain shall meet" should be replaced by "managers and workers are partners in the progress of business"

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