

Workers Participation in Management Decision Making – An Empirical Study

P. Aishwarya¹, Dr. V. P. Matheswaran²

¹*M.Phil Research Scholar, University of Madras, Dept. of Adult and Continuing Education*

²*Professor, University of Madras, Dept. of Adult and Continuing Education*

Abstract- The research is on the basis of a study on worker's participation in management decision making with special reference to Chennai Port Trust. Surveys are an effective way of knowing about workers participation in management decision making. 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 all cadre employees (workers) in the important decision making within the workplace. The study was based on the descriptive research design. The sample size is 200 has been used. Permanent employees of Chennai Port Trust are respondents. Thus, this report seeks to utilize primary research, through Structured Questionnaires and secondary method involves data collection through case journals, magazines and websites. The tools being used for analysis and interpretation are Chi-square test and five point liker scales. SPSS software was used for the statistical analysis. Most of the employees are agree that effective workers participation management improve the working condition welfare measures better superior subordinate relationship and increase the morale, peace and productivity. The Suggestion made by the employees where mostly implemented whenever they were applicable.

Index Terms- Decision making; Employee; Impact; Industrial relation; Management; Participating; Productivity.

WORKER'S PARTICIPATION IN MANAGEMENT

The worker's participation in management is an essential ingredient of industrial democracy. If the status of the worker is not raised and they are not recognized as partner in the industry they cannot be persuaded to put in his very best in the work. Thus the status of the worker is the most important issue in

the industry. It is rightly said that you can buy a man's time but not his physical presence at a given place. An organization may buy a certain number of skilled muscular actions of workers per hour of a day, but you cannot buy the devotion of his heart, mind and soul. You have to earn these things that go to make a happy and prosperous enterprise. It is therefore, necessary to encourage participation of the workers in the industry.

DEFINITION OF WORKERS PARTICIPATION

The term workers participation in management covers the provision of scope for employees in decision-making in organization. This participation can be at the lower level i.e. shop floor, departmental level or at the top level and it includes the keenness in sharing the task of the organization by the workers.

A few selected definitions are given as under:

According to Keith Davis (1987), —Participation refers to the mental and emotional involvement of a person in a group position which encourages him to put in to group goals and share the responsibility of achievement!

- The concept of workers' participation in management encompasses the following:
- It provides scope for employees in decision-making of the organization.
- The participation may be at the shop level, departmental level or at the top level.
- The participation includes the willingness to share the responsibility of the organization by the workers.

NEED FOR THE STUDY

This study is needed to ensure that Thus, effective participation enable the enterprise to make use of its

manpower for the maximum achievement of its declared objectives. 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. To recognize 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. To know how trade unions cooperating with the empowered employees in managerial decision making. To investigate the implications of workers participation to worker and their organization. To identify the importance of participative management to improve quality of managerial decisions and team work. To determine factors which aid or hinder the observed level of participation.

RATIONALE FOR THE STUDY

The rationale for the study is anchored on the need to raise the productivity level of workers through appropriate motivational techniques. The involvement of workers in management decision making is considered as a means for inducing motivation in the workers leading to positive work attitude and high productivity. The study is also deemed desirable in view of the benefits of worker participation to the organization and the society at large. Worker participation has been seen as capable of providing workers conducive work environment, opportunity to exercise their innate potentials, and willingness to pursue the corporate goals of the organization.

SCOPE OF THE STUDY

Worker union should be actively participating in it and Participation should be at all levels. Continuous communication between workers and management. The top management should develop a positive attitude towards workers and employees should be given knowledge of the importance of WPM in organization and Proper implementation of all schemes. Management should Conducting training to all participants to form a good environment.

Industrial Disputes should be resolved immediately and Communication should also be informal.

REVIEW OF THE LITERATURE

Literature review is a text written by someone to consider the critical points of current knowledge including substantive findings, as well as theoretical and methodological contribution to a particular topic. Literature reviews are secondary sources, and as such, do not report any new or original experimental work. Also, a review can be interpreted as a review of an abstract accomplishment. Most often associated with academic-oriented literature. Such as a thesis or peer-reviewed article, literature review usually precedes a research proposal and result section. Its main goals are to situate the current study within the body of literature and to provide context for the particular reader. Literature reviews are staples for research in nearly every academic field.

The literature review consists of scholarly articles from various journals, studies conducted by many people, book and records that critically on the concepts of many authors have conducted studies and written articles that provide a deep analysis and more clear understanding of the concepts to us. The review has been divided into International studies and Indian Studies. In International studies it consist of totally 49 reviews from various journal, books and articles and in Indian Studies it consists of totally 28 reviews from journals and articles.

RESEARCH METHODOLOGY

Methodology can properly refer to the theoretical analysis of the methods appropriate to a field of study or to the body of methods and principles particular to a branch of knowledge. In this case, one may speak of objections to the methodology of a geographic survey or of the methodology of modern cognitive psychology (that is, the principles and practices that underline research in the field)

STATEMENT OF THE PROBLEM

The aim of the study includes the following factors of Worker's Participation Management. They are such as Organization policy, Organization culture, Grievances settlement and work environment

communication role of trade union employee participation in decision making process and implementation of welfare activities.

Thus the present study is an attempt describing their factors as a tool to access the Worker's Participation in Management Decision Making process whether it has an impact on productivity. Employee morale and Maintain Industrial Peace

VARIABLES USED IN THE STUDY

Independent Variables: Gender, Educational qualification, Experience, Designation

Dependent Variables: Communication, Employee Participation in Management Decision Making, Grievance settlement, Role of Trade Union, Working Environment, Organization Policy, Organization culture, Welfare Activity

OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVE:

- The Primary objective of the study is to determine the level of employees participation in Management decision-making in the organization.

SECONDARY OBJECTIVE:

- To determine whether participation by employees in management decision enhance productivity in organization
- To find out the value of workers participation in managing industrial relation.
- To find out the effects of workers participation in management to increase the morale of the employee.
- To know the facilities available to the worker and analyze various problems faced by them
- To find out the direct and indirect benefits of workers participation in management to the employees and society.
- To know the hurdles in the implementation of the schemes of worker's participation in Management.
- To find out the remedies for the better participation of workers in management.
- To know the philosophical bases behind the workers participation in management.

- To study about the relationship of the workers with the management and the development programme in the organization

HYPOTHESIS

A hypothesis is a tentative statement about the relationship between two or more variables. It is a specific, testable prediction about what you expect to happen in your study, taking into account current knowledge and techniques, and be realistic. A null hypothesis is the typically the standard assumption and is defined as the prediction that there is no interaction between variables and it is represented as HO. This is opposed by alternative hypothesis, also known as research hypothesis, defined as the prediction that there is measurable interaction between variable and is represented as H1

Formulation of Hypothesis

HO: There is no significant relationship between Qualification and Workers Participation increase Productivity

HO: There is no significant relationship between Designation and Decision Making Process

HO: There is no significant relationship between Worker Committee decision and welfare Measures implemented

HO: There is no significant relationship between Experience and Grievance settlement system

HO: There is no significant relationship between Gender and Workers Participation Management fulfil the needs, Expectations of employees

Hypotheses	Status	Sig. Values
H1: There is SIGNIFICANT relationship between Qualification and Workers Participation Increases Productivity of an employee.	Accepted	0.000
H1: There is SIGNIFICANT relationship between Designation and Decision making	Accepted	0.000
H1: There is SIGNIFICANT relationship between The Worker committee approach have an influence on company decision making process and welfare measures are implemented	Accepted	0.000
H1: There is SIGNIFICANT relationship between Experience and Satisfaction on Existing Grievance Settlement System & Decision making process	Accepted	0.000
H1: There is SIGNIFICANT relationship between Gender and WPM Satisfy the needs and expectation of Employees	Accepted	0.000

SAMPLING TECHNIQUE

Sampling is the selection of some part of an aggregate or totally on the basis of which a judgment

about the aggregate or totally is made. Non-Probability Sampling Method was used in this project. Non-probability sampling which involves the sample being drawn from that part of the population which is close to hand. Simple random and convenience sample is used for the study. Convenience sample is a type of non-probability sampling method where the sample is taken from a group of people easy to contact or to reach. There are no other criteria to the sampling method except that people be available and willing to participate. In addition, this type of sampling method does not require that a simple random sample is generated, since the only criteria are whether the participants agree to participate. That is, a population is selected because it is readily available and convenient. It may be through meeting the person or including a person in the sample when one meets them. The sampling unit consists of all departments in Chennai Port Trust. The sample size of 200 all are Permanent employees respondents were selected for the study from the total population of Chennai Port Trust.

TOOLS USED FOR DATA COLLECTION

The study data was obtained by a self-administered questionnaire. The variables in the study were constructed after deep insight in Review of Related literature. And the question was constructed by using five liker scales namely:-1.Strongly dis agree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree. The variables are purely based on the reviews and it was chosen based upon the availability of the facts in the organization. The research used questionnaire for data collection by this providing some options for respondents to choose from. The respondents need to choose from the options only.

METHOD OF DATA COLLECTION

Both the Primary and Secondary data collection method were used in the project. First time collected data are referred to as primary data. In this research the primary data was collected by means of a Structured Questionnaire. The questionnaire consisted of a number of questions in printed form. It had both open-end and closed end questions in it. Data which has already gone through the process of analysis or were used by someone else earlier is

referred to secondary data. This type of data was collected from the books, journals, company records etc.

LIMITATIONS OF THE STUDY

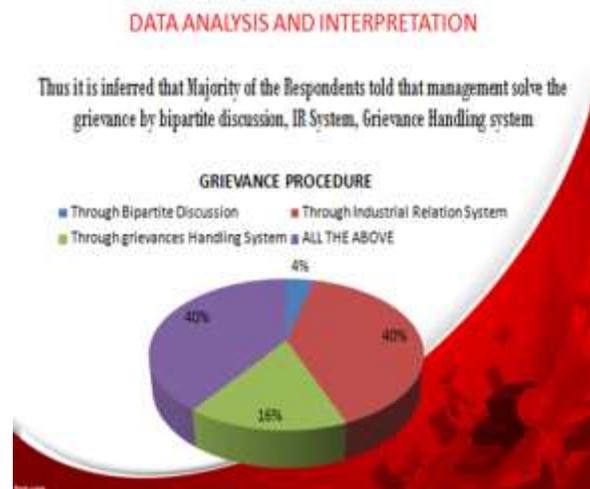
The individual perspective appears to be different. Some of the respondents are hesitated to give the actual situation so that it may result in wrong statistical data. Due to time constraint and interest of the respondents the researcher to collect the data from the limited number of respondents only.

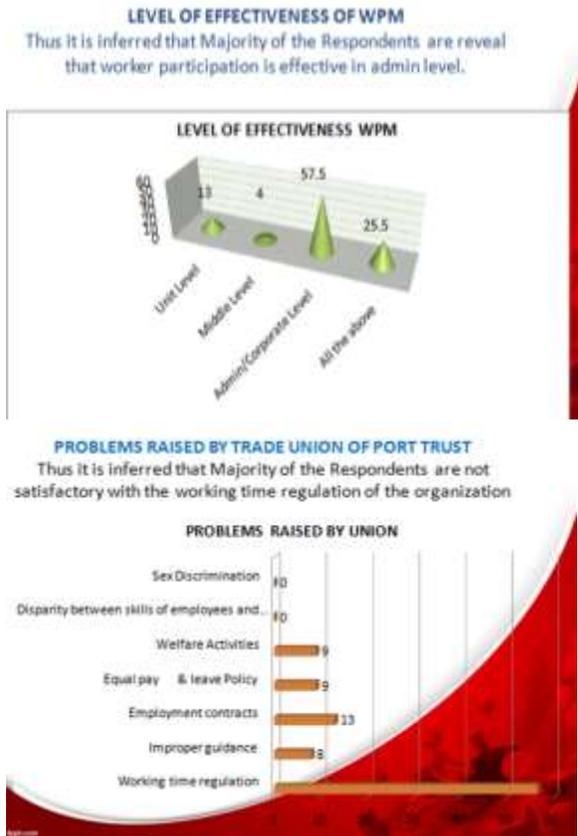
DATA ANALYSIS AND INTERPRETATION

In this chapter, the responses from the respondents are analyzed using percentage analysis. Percentage method refers to a specified kind which is used in making comparison between two or more series of data. Percentages are based on descriptive relationship. It compares the relative items. Since the percentage reduces everything to a common base and thereby allow comparison. The data collected is further analyzed using other statistical tools like the Chi – Square Test, One Way ANOVA, Karl Pearson’s Correlation and Kruskal Wallis test, T-Test independent samples; tests to obtain the relationship and differences between the variables that is taken into consideration for the study.

RELIABILITY STATISTICS

The Cronbach’s Alpha is 0.930 which means the instrument (Questionnaire) is Reliable and internally consistent.





Pearson Chi-Square	1.336E2 ^a	12	.000
Likelihood Ratio	142.155	12	.000
Linear-by-Linear Association	.157	1	.692
N of Valid Cases	200		

Hence, there is significant relationship between Qualification and Workers Participation increases Productivity of an employee.

ANOVA
Designation*The workers have the opportunity to participating in the decision making process

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Square	F	Sig.
Between Groups	58.063	5	11.613	11.666	0.000
Within Groups	193.117	194	.995		
Total	251.180	199			

Hence, there is Significant Relationship between Designation an Decision-making

CORRELATION

To obtain Karl Pearson Correlation Coefficient for The Correlation shows there is a positive relationship between two items relationship between The Worker committee approach have an influence on company decision making process and welfare measures are implemented

STATISTICAL ANALYSIS

CHI-SQUARE

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)

		The Worker committee approach have an influence on company decision making process	Are the decisions taken in committee meetings on safety and welfare measures are implemented
The Worker committee approach have an influence on company decision making process	Pearson Correlation	1	.235**
	Sig. (2-tailed)		.001
	Sum of Squares and Cross-products	177.280	39.520
	Covariance	.891	.199
	N	200	200
Are the decisions taken in committee meetings on safety and welfare measures are implemented	Pearson Correlation	.235**	1
	Sig. (2-tailed)	.001	
	Sum of Squares and Cross-products	39.520	159.180
	Covariance	.199	.800
	N	200	200

Correlation is Significant at the 0.01 level (2-tailed)
 The Karl Pearson correlation reveal that there is a correlation between The Worker committee approach have an influence on company decision making process and welfare measures are implemented of 0.01 at 1 % level of Significance. The Correlation shows there is a positive relationship between two items relationship between The Worker committee approach have an influence on company decision making process and welfare measures are implemented.

Kruskal – Wallis test

There is significant relationship between Experience and Satisfaction on Existing Grievance Settlement System & Decision making process

Test Statistics ^{a,b}	
	NUMBER OF YEARS OF SERVICE
Chi-Square	12.226
df	2
Asymp. Sig.	.002

't' - TEST INDEPENDENT SAMPLES

There is significant relationship between Gender and WPM Satisfy the needs and expectation of Employees

Independent Samples Test								
		Levene's Test for Equality of Variances			t-test for Equality of Means			
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
GENDER	Equal variances assumed	11.669	.001	-5.462	95	.000	-.483	.088
	Equal variances not assumed			-5.451	90.807	.000	-.483	.089

Hence, there is significant relationship between Gender and WPM Satisfy the needs and expectation of Employees

FINDINGS

The Worker's Participation in Management Decision Making process the data are collected from the respondents through the structured questionnaire which has 37 questions consisting of scaling questions, Ranking questions, open ended and closed ended the question have been carefully analyzed using percentage analysis , and through statistical analysis using Chi-square test and ANOVA test and their findings are given below

- On the basis of analysis, it is found that 60 % Majority of the Respondents of MALE.
- On the basis of analysis, it is found that 84 % Majority of the Respondents belongs to the age group 46 and above
- On the basis of analysis, it is found that 56 % Majority of the Respondents are under graduates
- On the basis of analysis, it is found 21% of the Respondents are Belongs to Hind Mazdoor Sabha & 25% belongs to AITUC, CITUC and

10% of the Respondents are member of INTUC others are belonging to Madras Port Trust union, Railway Men's union ,Transport Dock workers union

- On the basis of analysis, it is found that Majority of the Respondents told that management solve the grievance by bipartite discussion, IR System, Grievance Handling system
- On the basis of analysis, it is found that Majority of the Respondents are reveal that worker participation is effective in admin level.
- On the basis of analysis, it is found that Majority of the Respondents are not satisfactory with the working time regulation of the organization
- On the basis of analysis, it is found that Most of the Respondents feels that collective bargaining may or may not influences managerial decisions
- On the basis of analysis, it is found that 51.5% Most of the Respondents feels that both union and management make sincere efforts to strengthen their work to solve labour problems
- On the basis of analysis, it is found that 36% Most of the Respondents feels that they are

satisfied with present grievance settlement system.

- On the basis of analysis, it is found that 36% Most of the Respondents feels that they are rewarded fairly considering their dedications and performance on the job given to them
- On the basis of analysis, it is found that 28% Most of the Respondents feels that the worker Participation help to increase employee Productivity
- On the basis of analysis, it is found that 51.5% Majority of the Respondents feels that the worker have opportunity to participate in decision making process
- On the basis of analysis, it is found that 35.5% Most of the Respondents not fully confidence with that the worker Participation fulfill the needs of the workers either it may fulfill or not fulfill.
- On the basis of analysis, it is found that 36% Most of the Respondents feels that qualification not play major role in decision making.
- On the basis of analysis, it is found that 36% Most of the Respondents feels that there is no relationship between age and involvement in decision making
- On the basis of analysis, it is found that 32.5% Most of the Respondents feels that the employee participation in decision-making has a significant effect on increasing employee motivation , morale& industrial Peace
- On the basis of analysis, it is found that 52% Majority of the Respondents feels that job position play major role in decision making.
- On the basis of analysis, it is found inferred that 48.5% of the Respondents are feels that the contribution of participation towards relationship between management and union
- On the basis of analysis, it is found that 40% of the Respondents are neutral that the influence committee meeting decision towards welfare facilities

STATISTICAL ANALYSIS

- There is significant relationship between Qualification and Workers Participation increases Productivity of an employee

- There is significant relationship between Designation and Decision making
- There is a positive relationship between two items relationship between The Worker committee approach have an influence on company decision making process and welfare measures are implemented.
- There is significant relationship between Gender and WPM Satisfy the needs and expectation of Employees
- There is significant relationship between Experience and Satisfaction on Existing Grievance Settlement System & Decision making process

SUGGESTIONS

- Ban on fresh recruitment should be immediately lifted
- Labour contact staff should be abolished and recruited on permanent basis and permanent pay scale should be followed
- Labour management communicative techniques should be improved.
- Elected members must be allowed to function in the real spirit and they should be given the agreement copies of both sides (union and management)
- Canteen facilities should be given to all workers includes contract workers and Labour Contract Staff in the subsidized rates.
- Canteen facility quality of food should be improved and crèche facility should be introduced
- Work load of contract workers should be reduced
- The relationship between superiors and subordinates must be smooth and encouraging.
- Mistakes on the part of the subordinates can be indicated personally without wounding the mental stability of the workers.
- Management should consider Employees suggestions while implementing the welfare facilities
- Based on the response of Port employees Work time regulation, welfare facilities, leave policy are major problems in the organization port should take necessary steps to resolve this issues.

- Counseling centers should create a platform for better human relations not only in the industrial atmosphere but also in their family frontiers. H.R.D.C. -Human Resource Development Centre (HRDC) Programmes should make the workers self-reliant, on their own talents and skill, to contribute more to the prosperity of the organisation.
- Sense of belongingness and sacrificing nature can be developed among employees to grow in their personalities which will in turn focuss on industrial growth and better human relations. Communication channels inside and outside can be simplified and strengthened to buildup inter personal relationship between management and labour.

From the responses of Port trust employees the following suggestions are recommended for the better Human Resource Management Programmes and Industrial Relations in the Industrial Establishment. The management and the trade union office bearers must strive towards developing mutual trust and confidence that will help in reducing misunderstandings and disturbances caused by them. Before implementation of the scheme of Workers Participation in Management the workers should be well trained/educated about possible benefits of the system

- A convinced workforce will be helpful for fostering the system in the organization which will help in improving productivity of the organization.
- There should be a transparency in collective bargaining between union and management
- The Committees and Councils that have been formed should function properly so that they prove useful to the Organization. Management should see that regular meetings of the Committees are held. All necessary infrastructural facilities should be provided for such meetings.
- There should be direct communication as far as possible. Communication should also be made two way. Feedback information should not be ignored. Informal Communication should be encouraged as far as possible in order to reduce misunderstandings.

CONCLUSION

The concept of participation in management has changed from time to time and country to country. Worker's participation in management means the workers are given a chance to share the functions of the management in achieving the organizational goals. This is so called industrial democracy in practice. Its success basically depends upon the will power of top management whether it wants to implement honestly or just for sake of showing to workers and avoids legal consequences. The second reason is the low education level of workers about their rights as well as organization rules and regulations. And lastly, if both of the above problems are not there then it is only lack of motivation of workers. Absence of these three has been reason of failure, especially in public sector enterprises. In modern era with educated and skilled labour, organizations have no problem in making participation as a supportive tool for management. The positive impact of workers' participation in management for the organization as well as for the workers. It helps in increase of productivity, cost reduction, and enhances motivation and the job satisfaction also it helps in change implementation and reduces resistance to change. On the other side if workers are involved in all the decisions, then the decision making will delay and also the chances to security leakage increases. But, the positive impacts of wpm seem to outnumber the negative impacts. This however does not advocate that one should blindly adopt it for the organization. It depends upon the type of organization, its culture and the human resources. A deep understanding of both is required in order to ascertain a decision making style.

REFERENCES

- [1] Somech (2002) Explicating the complexity of participative management: An investigation of multiple dimensions. *Eduadm quart*, 11: 341 – 371.
- [2] Steinheider, Bayerl & Wuestewald, 2006. Participative decision making, [online] http://academics/research/participative_decision-making.htm [accessed: December 28, 2012].

- [3] Gannon B, Sterling J (2004) Company culture provides competitive edge for Sargento Foods. *Strat Lead*, 32: 31-35.
- [4] Bevandam J (2000) Managing job satisfaction. *Special report*, 6, 1 -2.
- [5] Hickey JV, Casner-Lotto J (1998) How to get true employee participation. *Training and Development*, 52: 58-61.
- [6] Probst TM (2005) Considering the negative effects of job insecurity through participative Decision making: Lessons from the demand-control model. *J occ Health Psy*, 10: 320-329.
- [7] Luthans F (2005) *Organizational Behavior*, 10thEd, New York: McGraw-Hill Irwin Boston, Houghton Mifflin Company.
- [8] Locke EA, David MS (1979) 'Participation in Decision-Making: One More Look. *Res Org Beh* 1, 23: 647-664.
- [9] Fayol, H(1949) eds. *General and Industrial Management*, London, Pitman (Page-58)
- [10] Alexander K.C, (1972) *Participative management: The Indian experience*, New Delhi. Shri Ram Center for Industrial Relation, and human resource