



A PORTFOLIO ON WORKERS' PARTICIPATION IN MANAGEMENT AT THE THENI SPINNING INDUSTRY

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In the analysis of the workplace, experts in the domains of industrial sociology, industrial relations, and management frequently return to the idea of worker engagement. It refers to any arrangement intended to include all cadre personnel (workers) in crucial workplace decision-making. This suggests that all individuals who would be impacted by the decisions (including the workers) would be involved in their formulation and implementation rather than just one group within the organization (for example, management). Workers participation in management promotes two-way communication, which improves the flow of ideas and opinions. This makes it easier for management to create and put into effect employee-friendly policies with a lack of resistance. Workers participation in management is crucial for industrial democracy and fostering loyalty among the workforce. It allows for the implementation of employee-friendly policies, ensuring the full utilization of skills and improved efficiency. This involvement is based on the human relations approach, which introduces new values to both labor and management, allowing the business to utilize its workforce to its fullest potential and achieve its goals.

Keywords: *Workers Participation, Management, Workplace, Performance, Workforce.*



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1. INTRODUCTION

In management, "workers participation" is often referred to as "labour participation" or "employee participation." The process through which subordinate employees, individually or collectively, participate in one or more organizational decision-

making processes inside the organizations in which they work is known as "workers' participation in management."

In India, emphasis was only placed on worker participation in management after Independence. The establishment of works committees was advocated for

in the Industrial Disputes Act of 1947, which was the first move in this direction. The establishment of joint management councils in 1950 strengthened the involvement of labor in management. Shop councils at the shop level and joint councils have been used as two levels of involvement since July 1975. The Workers' Participation in Management Bill, introduced in 1990, offered opportunities for worker advancement.

1.1 Levels of worker's participation in management

➤ Information participation

It ensures that employees are able to receive information and express their views pertaining to the matter of general economic importance.

➤ Consultative importance

Here workers are consulted on the matters of employee welfare such as work, safety and health. However, final decisional ways rests with the top-level management, as employees' views are only advisory in nature.

➤ Associative participation

It is an extension of consultative participation as management here is under the moral obligation to accept and implement the unanimous decisions of the employees. Under this method the managers and workers jointly take decisions.

➤ Administrative participation

It ensures greater share of workers' participation in discharge of managerial functions. Here, decisions already taken by the management come to employees, preferably with alternatives for administration and employees have to select the best from those for implementation.

➤ Decisive participation

Highest level of participation where decisions are jointly taken on the matters relating to production, welfare etc.

2. STATEMENT OF THE PROBLEM

The objective is to determine the worker's level of need and to concentrate on the areas in which the company is experiencing more problems or issues and the methods by which they are resolving them. Management has an obligation to consider the employee's viewpoint while making decisions. Workers can share their opinions and discuss the challenges they have encountered within the organization if they are given the opportunity to participate in management decision-making. Low-level employees also have some creative ideas that management can use to its advantage. About 1300 employees at Menaka Mills Pvt. Ltd. in Theni District are operating at a high degree of efficiency. Analyzing the employees'

involvement in management is necessary to increase the company's profitability.

3. OBJECTIVES OF WORKER'S PARTICIPATION IN MANAGEMENT

- To examine the sample respondents' profiles.
- To investigate the relationship between employee participation and employers and employees.
- To ascertain respondents' attitudes regarding employee involvement in management.
- To analyze how to improve administration in order to keep a participatory forum running.

4. SCOPE OF THE STUDY

Scope of the study is confined to, what are the various activities of the organization, which are motivating the employees to make effective the organization. To find out the organizational effectiveness, satisfaction level of the employees and their participation in management were analysed. Joint decision making ensure that there will be minimum industrial conflict and economic growth can be free from distracting strike. The present study named workers participation in management of Menaka Mills Pvt.Ltd., Theni District will be useful for both the management and workers for smooth running of the organization in a better way.

5. LIMITATION OF THE STUDY

Every research has its own technical and managerial limitations. The present study has the following limitations:

- The sample size chosen is occurred only a small portion of the whole population.
- Accuracy of the study is purely based on the information as given by the respondents.
- Time attitude of the employee change from time to time, hence the result of the period may not an applicable in long run.

6. REVIEW OF LITERATURE

Yosuf Noah (2008) conducted a study between two companies' private sectors and public sectors in Nigeria. He found that the employees have high level of involvement in decision making processes. But the private sectors employee's participate than the public sectors there is a significance relation age and employees involvement in decision making as well as between frequency of employee consultation and organization commitment.

Grabmcier (2001) initiated an opposite view of the workers participation in management he claimed that the concept often hurts the relationships among

the work teams. Although the study did not look at why co-worker relations suffered, Hudson said, it probably has to do with the nature of work, place teams that are the integral part of participation management".

Mishra (1999) pointed out that today trade unions and workers groups have very little influence when it comes to framing of policies that affect them this was not a good sign as workers must have a participative role in the matters related to the workplace.

7. RESEARCH METHODOLOGY

A research methodology is an outline of how a given piece of research is carried out. It defines the techniques or procedures that are used to identify and analyze information regarding a specific research topic. The research methodology, therefore, has to do with how a researcher designs their study in a way that allows them to obtain valid and reliable results and meet their research objective.

7.1 Descriptive research

Descriptive research is a type of research that is used to describe the characteristics of a population. It collects data that are used to answer a wide range of what, when, and how questions pertaining to a particular population or group.

7.2 Sample Design

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Sample design also leads to a procedure to tell the number of items to be included in the sample i.e., the size of the sample.

7.3 Population

All items in any field of inquiry constitute a universe of population. The population or universe can be finite or infinite. The population is said to be finite if it consist of a fixed number of elements so that it is possible to enumerate it in its totality. So this report consists of finite population. The population was found to be 1300 employees in Menaka Mills Pvt.Ltd., in this study.

7.4 Sample size

Sample size measures the number of individual samples measured or observations used in a survey or experiment. The sample size is proportional to the size of the universe. In this study, 222 as a sample size from the total of 1300 workers representing 17%.

7.5 Sampling Techniques

Convenience sampling technique was adopted. In this method the researcher select those units of the population in the sample, which appear convenient to the researcher or the management of the organization where research is conducted.

7.6 Data Collection

Data collection is the process of gathering quantitative and qualitative information on specific variables with the aim of evaluating outcomes or gleaning actionable insights. Good data collection requires a clear process to ensure the data collected is clean, consistent, and reliable.

7.7 Primary data

Primary sources are original sources from which directly collects data that have not been previously collected. Primary data are first-hand information collected through questionnaire from 222 sample respondents.

7.8 Secondary data

These are sources containing data which have been collected and compiled for some purpose. A secondary source consists of various journals and magazines. The researcher collected secondary data from books, journals and records of the organization.

7.9 Questionnaire

A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents. Questionnaires can be thought of as a kind of written interview. They can be carried out face to face, by telephone, computer or post. Questionnaires provide a relatively cheap, quick and efficient way of obtaining large amounts of information from a large sample of people.

7.10 Research analysis / research tools

For analyzing and interpretation of data the enumerator used following tool and technique

- Percentage analysis
- Chi- square Test
- Simple Ranking method
- One way ANOVA

8. ANALYSIS OF DATA

8.1 Simple Ranking Method - Analysis of various worker's committee

Five different committee of workers are ranked by the respondents as first rank, second rank etc, First rank was allotted with 5 , second rank allotted to 4, third rank allotted to 3, four rank allotted to 2, five rank allotted to 1. The score of the respondents are calculated and presented in the following table.

Table-1: Analysis of various worker's committee

Particulars	Total score	Ranking
Workers committee	750	III
Health and safety committee	908	I
Canteen committee	429	IV
Grievance committee	399	V
Internal complaints committee	843	II

Table-1: reveals that I Rank is given to Health and safety committee, II Rank is given to internal compliant committee, III Rank is given to Workers committee, IV Rank is given to Canteen committee and V Rank is given to Grievance committee. Health and safety committee performed in first place in the organisation.

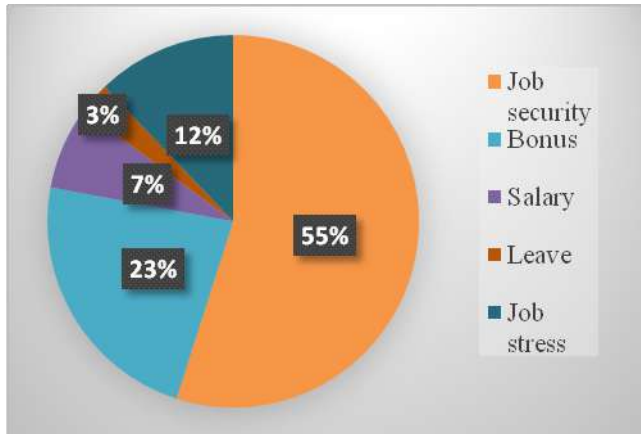


Table-2: Analysis of significance relationship between Designation and satisfaction level of Employee participation in Decision making

ANOVA					
Designation of the respondent					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.806	4	3.701	8.439	.002
Within Groups	95.181	217	.439		
Total	109.986	221			

Interpretation

The p value .002 is lesser than 0.05. Hence the null hypothesis is rejected at 5% level of significance. It is concluded that there is a significant relationship between Designation and Employee participate in Decision making.

8.2.2 Analysis of significance relationship between Educational Qualification and satisfaction level of Management resolving the problems

Hypothesis-2

H₀ :There is no significance relationship between Educational Qualification and satisfaction level of Management resolving the problems .

H₁ :There is significance relationship between Educational Qualification and satisfaction level of Management resolving the problems

Table-3: Analysis of significance relationship between Educational Qualification and satisfaction level of Management resolving the problems

ANOVA					
Educational qualification of the respondent					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.372	4	3.593	4.066	.003
Within Groups	190.850	216	.884		
Total	205.222	220			

Interpretation

The p value .003 is lesser than 0.05. Hence the null hypothesis is rejected at 5% level of significance. It is concluded that there is a significant relationship between Educational Qualification and Management resolved the problem.

9. FINDINGS

From the present study, the researcher has the following findings:

9.1 Demographic Profile of the respondent

- The analysis says, 63.1% of the respondents are Female members.

- Out of 222 sample respondents, 45.5% of the respondents belong to the age group of Above 35 years.
- The study reveals, 76.1% of the respondents are married.
- It is noticed that 58.8% of the respondents are having an educational qualification of below 10th standard..
- The analysis says, 58.6% of the respondents are low level workers.
- The study shows, 35.6% of the respondents are having 1-5 years of working experience.
- Out of 222 sample respondents, 71.2% of the respondents are getting income RS 6001-10000.

9.2 Satisfaction level on factors of working environment

- The study reveals, 61.7% of the respondents are highly satisfied in working environment.
- The analysis says, 67.9% of the respondents are highly satisfied in satisfaction level of working hours.
- It is noticed, 53.2% of the respondents are dissatisfied in salary package.
- The study shows that 44.1% of the respondents are satisfied in the development on their work.
- The analysis says, 81.5% of the respondents are highly satisfied in satisfaction level of safety programs.
- The study reveals, 77.5% of the respondents are highly satisfied in satisfaction level of job security.
- There is no relationship between age and satisfaction level on working hours.
- There is relationship between designation and satisfaction level of salary.
- There is relationship between experience and satisfaction level of working environment.
- There is no significant relationship between gender and satisfaction level of safety programs.

9.3 Satisfaction level on workers participation in management

- From the study shows, 54.1% of the respondents are saying Agree to employee participate in decision making.
- The analysis says, 45.5% of the respondents are saying strongly agree for committees consists of both management and worker representatives.
- It is noticed, 75.7% of the respondents are saying strongly agree for resolved problem through committees.

- The study reveals, 79.3% of the respondents are saying strongly agree to committees gather for 1 or 2 months.
- The analysis says, 79.3% of the respondents are saying strongly agree to decisions arrived at forum given wide publicity.
- The analysis says, 67.1% of the respondents are saying agree in decision at forum are implemented.
- From the study shows, 53.6% of the respondents are saying agree to forum helps in enhancement of management.
- There is a significant relationship between Designation and Employee participate in Decision making.
- There is a significant relationship between Educational Qualification and Management resolved the problem.

9.4 Satisfaction level of working committees

- From the study shows, 50.0% of the respondents are saying job security in workers satisfied by the workers committees.
- Health and safety committee performed well in the organisation with first rank and least rank provided to Grievance committee.

10. SUGGESTION

- The management should interact with all levels of employees and discuss their needs and wants in committee meetings.
- Workers and their representatives should be provided some basic education and training to workers to improve their efficiency. Workers should be made aware of the benefits in participative management.
- Committee meeting should be fully utilized by the management as well as employees.
- 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.
- All the five committees should provide ample support to the workers in all aspects for the further development of the organization.

11. CONCLUSION

From this study, it is observed that the worker's representatives in Menaka Mills Pvt Ltd., Theni District are capable of presenting their views quiet independently and freely in the meetings of the committees. The workers representatives are elected by the workers in Menaka Mills Pvt Ltd itself. Thus it can be concluded that both workers and management will definitely get benefits by this participative management and improves the understanding between the managers and workers.

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