

A STUDY ON WORKERS PARTICIPATION IN MANAGEMENT AND ITS IMPACTS AT SAM TURBO INDUSTRY PVT LTD, COIMBATORE

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ABSTRACT

Workers' participation in management refers to the involvement of employees in decision-making processes and activities that affect their workplace. It is a crucial element in ensuring better workplace relationships, increased productivity, and higher job satisfaction. This descriptive study aims to assess the level of workers' participation in management and its impacts on organizational performance, job satisfaction, and employee retention. The study was conducted on 110 employees of Sam Turbo Industry Pvt. Ltd. The research design used in this study is descriptive research design. Chi-square were used to analyze the data collected through a questionnaire. The study finds that workers' involved more in management activities and it creates positive impacts on their performance. The study concludes that workers' participation in management is an important aspect of organizational functioning that can have a positive impact on both organization and employee behaviour. The study recommends that organizations should encourage workers' participation in management decision-making processes to promote better organizational performance, job satisfaction, and employee retention.

Keywords : Workers' participation in management, Employee productivity, Job satisfaction, Decision-making process.

I. INTRODUCTION

Workers' participation in management is a management strategy that involves involving employees in decision-making processes and giving them a voice in how the organization is run. This approach aims to promote employee engagement, enhance productivity and efficiency, and foster a positive work environment.

Workers' participation can take many forms, such as consultative committees, joint decision-making, and employee representation on the board of directors. These approaches provide employees with a platform to voice their opinions and ideas, which can lead to better decision-making and improved organizational outcomes.

The concept of workers' participation in management has been gaining popularity in recent years as organizations recognize the value of engaging their employees in decision-making processes. By involving employees in the decision-making process, organizations can leverage the expertise and knowledge of their workforce to improve the quality of decisions and enhance employee commitment to the organization.

OBJECTIVES OF THE STUDY

1. To assess the level of worker's participation in decision-making processes and the perceived value of their opinions by management.
2. To evaluate the impacts of worker's participation in management on organizational performance, job satisfaction, employee retention.
3. To provide suggestions for further improvement in worker's participation in management.

SCOPE OF THE STUDY

1. **Investigation of Current Level of Workers' Participation:** The study aims to assess the current level of workers' participation in management within a specific organization or industry.
2. **Analysis of Impacts on Organizational Performance:** The project seeks to explore the impacts of workers' participation in management on organizational performance. This analysis may involve evaluating factors such as productivity, employee satisfaction, organizational culture, and innovation. By examining these aspects, the study aims to identify the positive or negative effects of workers' involvement on the overall performance of the organization.
3. **Identification of Strategies for Enhancing Workers' Participation:** Based on the findings, the study intends to propose strategies and recommendations for enhancing workers' participation in management. This may involve suggesting improvements to existing mechanisms, developing training programs for managers and employees, or implementing new practices that foster greater collaboration and involvement of workers' in decision-making processes.

NEED OF THE STUDY

1. To enhance employee engagement and create a sense of ownership and commitment towards organizational goals.
2. To improve overall organizational performance through better decision-making and increased productivity.
3. To provide a platform for employees to voice their grievances and concerns and create a positive work environment.
4. To adapt to changing business environments by providing valuable insights and perspectives from employees.
5. To know the effectiveness of the workers' involvement in management and providing proper suggestions for improvement of workers' participation in management.

LIMITATIONS

1. The reluctance of the concerned person to spend enough time answering the questions was considered to be another major constraint.
2. The sample size is restricted, and there are time constraints.
3. Due to the busy schedule of the employees, they were reluctant to answer questions.
4. The biased view of the respondent is another cause of limitation.

II. REVIEW OF LITERATURE

1. **Triantafillidou and Koutroukis (2022)** conducted a study on the relationship between employee involvement and participation, labour relations, and human resource management in Greek subsidiaries of multinational companies operating in the pharmaceutical industry. The study aimed to investigate the extent to which labour relations and human resource management practices influence employee involvement and participation. The researchers used a qualitative research design, conducting semi-structured interviews with 20 employees and managers from five multinational pharmaceutical companies in Greece. The results of the study showed that employee involvement and participation were influenced by labor relations and human resource management practices in the subsidiaries. Specifically, the researchers found that positive labor relations practices, such as open communication and trust between management and employees, were associated with higher levels of employee involvement and participation. Similarly, human resource management practices, such as employee training and development programs, also had a positive impact on employee involvement and participation. Overall, the study suggests that labor relations and human resource management practices can play an important role in promoting employee involvement and participation in multinational companies operating in Greece's pharmaceutical industry. The study's findings could be useful for managers in this industry to improve their labor relations and human resource management practices, leading to increased employee involvement and participation, and ultimately, improved organizational performance.

2. **Atouba (2021)** investigated the impact of participation on IT workers' organizational commitment, specifically exploring the mediating roles of internal communication adequacy, burnout, and job satisfaction. The study found that participation has a positive impact on organizational commitment among IT workers, and this effect is mediated by internal communication adequacy, job satisfaction, and burnout. In particular, the study suggests that IT workers' who feel adequately communicated with, experience higher job satisfaction, which in turn reduces burnout and enhances their commitment to the organization. However, inadequate internal communication, which could lead to role ambiguity and stress, is found to increase burnout and decrease job satisfaction, thereby reducing organizational commitment. The study highlights the importance of participation and effective internal communication in enhancing IT workers' commitment to the organization.
3. **Jasińska's (2020)** article "Organizational Change Management and Employee Participation" explores the importance of employee participation in managing organizational change. The author argues that employee participation is essential in ensuring successful organizational change management, as it enables employees to contribute their knowledge and expertise to the change process. Jasińska highlights the benefits of employee participation, such as increased employee engagement and commitment, improved communication, and better decision-making. Additionally, the article identifies various approaches to employee participation in organizational change management, such as participative leadership, involvement in problem-solving teams, and the use of feedback mechanisms. The author concludes that employee participation should be seen as a crucial aspect of organizational change management and should be incorporated into change initiatives from the outset.
4. **Little, Anna, Russell Wordsworth, and Sanna Malinen (2019)** examined the influence of organizational factors on employee participation in workplace exercise programs. The authors conducted a literature review and found that organizational support, leadership, communication, and workplace culture are important factors in encouraging employee participation in such programs. They also highlighted the benefits of workplace exercise programs, including improved employee health, increased productivity, and reduced absenteeism. The authors concluded that organizations should prioritize creating a supportive environment and culture that encourages employee participation in these programs to reap the benefits of a healthy and active workforce.
5. **Lucy Kagwiria Kuria (2017)** conducted a study titled "Influence of Employee Participation on Performance of Government Healthcare Institutions in Kenya" published in the Jomo Kenyatta University of Agriculture and Technology. The study aims to investigate the relationship between employee participation and the performance of government healthcare institutions in Kenya. Through a survey of 14 government healthcare institutions in Kenya, the study found that employee participation has a significant positive effect on the performance of these institutions. The study also revealed that there is a positive relationship between employee participation and job satisfaction, which is an important factor in employee retention. The study concluded that employee participation is essential for enhancing the performance of government healthcare institutions in Kenya. The findings of the study have implications for the management of healthcare institutions and the need for promoting employee participation in decision-making processes to improve the performance of healthcare institutions.

III. RESEARCH METHODOLOGY

Research methodology is a way to analytically solve the research problem

Method of data collection

In this research the data collected through questionnaire method.

Sample Size

Sample size refers to the number of customers to be selected from the universe to constitute a sample. Sample size for this study was determined to be 120 but given respondents given for data collection is 110.

Tools Used

The tools which we were used is chi – square test.

IV. DATA ANALYSIS AND INTERPRETATION

For the data analysis and interpretation which we used is Chi square test.

CHI SQUARE TEST:

It have been going to analyse about the chi square test for the questionnaire which I collected already.

Table No 4.1

HYPOTHESIS STATEMENT

Null Hypothesis H_0 : There is no significance relationship between gender & participation in management leads to fairer and more competitive salaries.

Alternative Hypothesis H_1 : There is a significance relationship between gender & participation in management leads to fairer and more competitive salaries.

Relationship between gender & workers' participation in management leads to fairer and more competitive salaries.

Particulars	Value	Df	Asymptotic Sig. (2-tailed)
Pearson Chi-Square	10.58	4	.032
Likelihood Ratio	11.97	4	.018
Linear-by-Linear Association	.02	1	.885
N of Valid Cases	110		

Inference

From the above Table No 4.1, the calculated Pearson Chi-Square significance value is .032, that significance value is Below than the 0.05 (5% level of significance). Hence H_0 is rejected. H_1 is accepted. Therefore, it is inferred that there is a significance relationship between gender & WPM leads to fairer and more competitive salaries.

Table No 4.2

HYPOTHESIS STATEMENT

Null Hypothesis H_0 : There is no significance relationship between gender & opportunities for promotion and advancement within the organization.

Alternative Hypothesis H_1 : There is a significance relationship between gender & opportunities for promotion and advancement within the organization.

Relationship between gender & opportunities for promotion and advancement within the organization

Particulars	Value	Df	Asymptotic Sig. (2-tailed)
Pearson Chi-Square	13.59	4	.009
Likelihood Ratio	15.04	4	.005
Linear-by-Linear Association	.00	1	.960
N of Valid Cases	110		

Inference

From the above Table No 4.2, the calculated Pearson Chi-Square significance value is .009, that significance value is less than the 0.05 (5% level of significance). Hence H₀ is rejected. H₁ is accepted. Therefore, it is inferred that there is a significance relationship between gender & opportunities for promotion and advancement within the organization.

Table No 4.3

HYPOTHESIS STATEMENT

Null Hypothesis H₀: There is no significance relationship between gender & welfare and well-being taken into account when decisions are made by management.

Alternative Hypothesis H₁: There is a significance relationship between gender & welfare and well-being taken into account when decisions are made by management.

Relationship between gender & welfare and well-being taken into account when decisions are made by management

Particulars	Value	Df	Asymptotic Sig. (2-tailed)
Pearson Chi-Square	9.68	4	.046
Likelihood Ratio	9.83	4	.043
Linear-by-Linear Association	4.97	1	.026
N of Valid Cases	110		

Inference

From the above Table No 4.3, the calculated Pearson Chi-Square significance value is .046, that significance value is less than the 0.05 (5% level of significance). Hence H₀ is rejected. H₁ is accepted. Therefore, it is inferred that there is a significance relationship between gender & welfare and well-being taken into account when decisions are made by management.

Table No 4.4

HYPOTHESIS STATEMENT

Null Hypothesis H₀: There is no significance relationship between gender & benefits and perks that the organization offers its workers.

Alternative Hypothesis H₁: There is a significance relationship between gender & benefits and perks that the organization offers its workers.

Relationship between gender & benefits and perks that the organization offers its workers

Particulars	Value	Df	Asymptotic Sig. (2-tailed)
Pearson Chi-Square	13.72	4	.008
Likelihood Ratio	13.87	4	.008
Linear-by-Linear Association	8.90	1	.003
N of Valid Cases	110		

Inference

From the above Table No 4.4, the calculated Pearson Chi-Square significance value is .008, that significance value is less than the 0.05 (5% level of significance). Hence H₀ is rejected. H₁ is accepted. Therefore, it is inferred that there is a significance relationship between gender & benefits and perks organization offers its workers.

Table No 4.5

HYPOTHESIS STATEMENT

Null Hypothesis H₀: There is no significance relationship between gender & leads to work-life balance and supports personal and family needs.

Alternative Hypothesis H₁: There is a significance relationship between gender & leads to work-life balance and supports personal and family needs.

Relationship between gender & leads to work-life balance and supports personal and family needs

Particulars	Value	Df	Asymptotic Sig. (2-tailed)
Pearson Chi-Square	9.59	4	.048
Likelihood Ratio	10.76	4	.029
Linear-by-Linear Association	.02	1	.886
N of Valid Cases	110		

Inference

From the above Table No 4.5, the calculated Pearson Chi-Square significance value is .048, that significance value is less than the 0.05 (5% level of significance). Hence H₀ is rejected. H₁ is accepted. Therefore, it is inferred that there is a significance relationship between gender & WPM leads to better work-life balance & support for workers' personal and family needs.

V. FINDINGS

1. There is a significance relationship between gender & WPM leads to fairer and more competitive salaries.

2. There is a significance relationship between gender & opportunities for promotion and advancement within the organization.
3. There is a significance relationship between gender & welfare and well-being taken into account when decisions are made by management.
4. There is a significance relationship between gender & benefits and perks organization offers its workers.
5. There is a significance relationship between gender & WPM leads to better work-life balance & support for workers' personal and family needs.

VI. SUGGESTIONS

1. Provide opportunities for workers to express their opinions and ideas.
2. Offer training and education programs to help workers develop skills and knowledge relevant to their jobs.
3. Management should provide promotion and advancement for their workers' within the organization.
4. Management should ensure that workers' overall welfare and well-being are taken into when important decisions are made by management.
5. Ensure that workers' have access to information about company operations and performance.
6. Provide opportunities for workers to express their opinions and ideas.
7. Foster a sense of ownership and responsibility among workers for the success of the company.
8. Empower workers to take on leadership roles and responsibilities within the organization.
9. Establish regular feedback mechanisms to assess worker satisfaction and engagement.
10. Offer training and education programs to help workers develop skills and knowledge relevant to their jobs.

VII. CONCLUSION

It is concluded that workers' who involved in management decision making has been found to have a positive impact on various aspects of organizations, such as productivity, job satisfaction, employee engagement, employee retention and decision-making processes. Through greater involvement and collaboration between workers' and management, organizations can improve their performance and create a more conducive work environment for their employees. While the specific outcomes may vary depending on the organization, industry, and other factors, it is clear that workers' participation in management can be a valuable tool for improving organizational outcomes and fostering a more inclusive and collaborative workplace culture. Therefore, it is recommended that organizations should encourage workers' participation in management decision-making processes to promote better organizational performance, job satisfaction, and employee retention.

VIII. REFERENCE

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