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## A STUDY ON METHOD OF WORKERS PARTICIPATION IN EID PARRY (P) SUGAR MILLS INDIA LTD

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### ABSTRACT

**A** combination of powerful social, cultural, political, economic and industrial pressures has created world-wide demand for greater participation and democracy. Workers' Participation in Management is only one of the outcomes of this global trend. The concept of Workers' Participation in Management is viewed by people differently. "There are people who feel that workers' participation is the tool for solving most industrial relations problems, and that it will even become the underline concept of the future society. So people use the term as the synonym for what they call Industrial Democracy." Some of the critics of this scheme say that the participation of

workers in management policy may not bring the desired results.

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 labor management relations. The need for the researcher to study "worker's participation in management" is to find out the workers' need level.

**KEYWORDS:** Workers participation, Profit sharing, Suggestion scheme.

### INTRODUCTION :

Employee involvement and participation is growing its importance in every part of the world. The world is changing and most of the markets are open due to globalization. The worker's participation in management is an essential ingredient of industrial democracy, unless the status of the worker is raised and recognized as a partner in the industry and as a co-trustee of the community, he cannot be persuaded to put in his very best in the work. A modern forward-looking business firm does not keep its employees in the dark about vital decisions affecting them. It trusts them and involves them in decision making at all levels. Thus the status of the worker is the most important issue in the industry. The term workers participation in management (WPM) has been given several meanings. It is a process by which subordinate



employees, either individually or collectively, become involved in one or more aspects of organizational decision making within the enterprises in which they work .

A combination of powerful social, cultural, political, economic and industrial pressures has created world-wide demand for greater participation and democracy. Workers' Participation in Management is only one of the outcomes of this global trend. The concept of Workers' Participation in Management is viewed by people differently. "There are people who feel that workers' participation is the tool for solving most industrial relations problems, and that it will even become the underline concept of the future society. So people use the term as the synonym for what they call Industrial Democracy." Some of the critics of this scheme say that the participation of workers in management policy may not bring the desired results. The present system of management is more appropriate. The workers are not competent to take decisions on a day to day basis. But some other thoughts are also prevailing that 'Participation' in management should be for specific purposes like negotiations on critical issues of wages, settlement of industrial disputes and profit sharing, etc.

### **METHODS OF PARTICIPATION**

- o Co-ownership
- o Seat on board of directors
- o Works committee
- o Joint management councils
- o Profit sharing
- o Suggestion scheme

### **REVIEW OF THE LITERATURE**

Levine and Tyson (1990) distinguished between 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 and pace of work, and make decisions that substantively affect the production process.

Wellins-Byham and Wilson (1991) argued that in some joint governance programmes, workers are involved at the shop floor levels in issues relating to production and equality. However, in this instance, rarely were these workers provided with any concrete decision making power. In some of the programmes, employees were given advisory roles, which in few cases may confer them with an influential voice. But this is still far short of sharing decision making power which a full worker participation arrangement would imply.

This distinction between consultative and substantive forms of participation is what Rubenstein, Bennett, and Kochan (1992) called 'off-line' versus 'on-line' participation. These terms distinguish between workers who make suggestions to management through problem-solving groups off the job and workers who make decisions with respect to work tasks or quality control as part of their daily work responsibilities.

### **STATEMENT OF THE PROBLEM**

The spread of democratic value to virtually every society today has brought the need to examine the implications of this trend to other spheres of life. With respect to the economic sector, employees are faced with the dilemma of how to cope with authoritative management in the workplaces while living in a democratic society which guarantees basic fundamental freedom. In

addition, the denial of worker's active involvement in decision making is held to be one of the major causes of the problems which are manifested daily in the work lives of the modern employees. The implication of these to employees of increasing exposure to a monetized society, rising education and wider contact among people resulting from the break-up of artificial barriers was to shift these aspirations to a more satisfying work experience, greater control over the organization of work, greater opportunity for personal development, and wider scope in exercise of initiatives. Specifically, the refusal of work organizations to recognize the human factor in industrial production through greater involvement of employees in its management decision making would tend to create several human problems in this setting. A worker is a social being who brings his personality, hopes, aspirations, anxieties, feelings and attitude to the workplace. He seeks satisfaction and meaning in his work as he does in other spheres of life. However, when he finds that his work does not provide him with the opportunity to realize his potentials (for instance, through strict management control) he tends to engage in negative behaviours like absenteeism, apathy, low commitment and low productivity. The implication of these negative tendencies resulting from strict management control has, therefore, raised serious concern among scholars interested in healthy industrial relations.

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 labor management relations. The need for the researcher to study "worker's participation in management" is to find out the workers' need level.

### OBJECTIVES OF THE STUDY

- o To investigate the implications of workers participation to worker and their organization
- o To identify the importance of participative management to improve quality of managerial decisions and team work.

### METHODOLOGY

The present study is done the workers participation in EID parry Sugar mill private Ltd. The sample size is 50 respondents are selected in various categories of employees by using convenience sampling techniques.

### Data analysis and interpretation

#### Frequency of personal profile

Particulars	No.of respondents (n=50)	Percentage (100%)
<b>Age</b>		
Below 30yrs	11	22
31 to 40yrs	18	36
41 to 50yrs	12	24
51yrs & above	9	18
<b>Marital status</b>		
Married	28	56
Unmarried	22	44
<b>Working experience</b>		
Below 5yrs	21	42
6 to 10yrs	18	36
11yrs & above	11	22
<b>Overall WPM</b>		
Low	23	46
High	27	54

Source: Primary data



- o One third (36 per cent) of the respondents were in 31 to 40yrs of age group, 24 per cent of the respondents were 41 to 50yrs, 22 per cent of the respondents were below 30yrs and remaining 18 per cent of the respondents were 51yrs & above.
- o More than half (56 per cent) of the respondents were married and remaining 44 per cent of the respondents were unmarried.
- o Nearly half (42 per cent) of the respondents were below 5yrs working experience, 36 per cent of the respondents were 6 to 10yrs and remaining 22 per cent of the respondents were 11yrs & above.
- o More than half (54 per cent) of the respondents were high level opinion about overall workers participation management and remaining 46 per cent of the respondents were low level.

### Statistical analysis

$H_0$ : There is no significant difference between marital status of the respondents and their overall workers participation management

$H_1$ : There is a significant difference between marital status of the respondents and their overall workers participation management

Overall WPM	Mean	S.D	Statistical inference
Married (n=28)	124.03	1.084	t=13.276 Df=48
Unmarried (n=22)	103.27	3.647	.006<0.05 Significant

**Statistical test:** Student 't' test was used the above table

**Inference:** The above table reveals that there is a significant difference between marital status of the respondents and their overall workers participation management. Hence, the calculated value less than table value ( $p < 0.05$ ). So  $H_1$  is accepted and  $H_0$  is rejected.

### SUGGESTIONS

- o Some of the employees responded that management cooperation is poor so it should be improved by free flow of communication and information with the workers Management should evolve a system of sharing the fruits of participation.
- o WPM schemes are not successful in organization so it should be improved by making aware of those schemes for all the employees in the organization. Management should develop a favorable attitude of workers towards the schemes of participative management.
- o Most of the employees agree that conflict of interests between labor and management leads to failure of WPM so management should take the proper steps to reduce the conflicts between the labor as well as top level. Serious attention has to be given to the removal of hurdles.
- o A quantity of the employees responded that participation management in peaceful settlement of industrial disputes is poor. The management should try to reduce the industrial conflicts between the employees and employers. There should be trust between the two parties.
- o The management should focus on Workers Participation in Management Schemes. It should be properly done which would adversely affect all the activities of the organization. Effort should be made to stir up the workers at the enterprise level to understand the schemes.

### CONCLUSION:

Workers Participation in Management has assumed great importance these days because it reduces industrial unrest and helps in dispelling employee's "misunderstanding about the outlook of

management in industry. The organization is giving utmost importance to the workers' Participation in Management. The organization has been seen to practice 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. Workers Participation in Management may reduce alienation or increase personal fulfillment of workers. It also influences efficiency in various direct and indirect ways. Careful measurement and calculation are required to assess the net effect of participation upon efficiency and economic factor.

It is concluded that the most important prerequisite for making participative management successful is the creation of a climate of co-operation and mutual faith rather than establishing the scheme as a mere formality. But the situation of co-operation in public enterprise is not so good. Following are some of the reasons why participation of workers in management is not so effective in the Indian environment:

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