



## A Study on Workers Participation in Management Decisions with Special Reference to Galaxy Machinery Pvt.Ltd, Unit-II Coimbatore

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**ABSTRACT**

Employee's or 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. Traditionally the concept of Workers' Participation in Management (WPM) refers to participation of non-managerial employees in the decision-making process of the organization. Workers' participation is also known as 'labour participation' or 'employee participation' in management. In Germany it is known as co-determination while in Yugoslavia it is known as self-management. The International Labour Organization has been encouraging member nations to promote the scheme of Workers' Participation in Management. In today's business environment, it is imperative that organizations learn to attract, motivate and retain the key talent needed to meet aggressive business goals. A participated workforce is the hallmark of a successful quality to increase customer satisfaction and the profitability of their organization.

**KEYWORDS**

Employee participation, Organization, management

**INTRODUCTION**

The concept of workers participation in management is a broad and complex one. Depending on the socio-political environment and cultural conditions, the scope and contents of participation may change. Workers' participation may broadly be taken to cover all terms of association of workers and their representatives with the decision-making process, ranging from exchange of information, consultations, decisions and negotiations, to more institutionalized forms such as the presence of workers' member on management or supervisory boards or even management by workers themselves. Workers' participation in management implies mental and emotional involvement of workers in the management of Enterprise. Workers' participation is possible at all levels of management. Broadly speaking there is following five levels of participation. **Information participation:** It ensures that employees are able to receive information and express their views to the matters of general importance. **Consultative participation:** Here works are consulted on the matters of employee welfare such as work, safety and health. But, the final decision always rests at the option of management and here employees' views are consultation and the advisory nature only. **As-sociative participation:** It is extension of consultative participation as management here is under moral obligation to accept and implement the unanimous decisions of employees. **Administrative participation:** It ensure greater share of works in discharge of managerial functions. Here, decision 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 relation to production, welfare etc. is called decisive participation.

**REVIEW OF LITERATURE**

**Dr. Kuldeep Singh (2013)** in Workers Participation in Management as Ambivalence Approach stated that, 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".

The findings of the study are the most of employees are satisfied with the functioning of the participatory machineries and initiatives taken by management in organizational interest which is effective and efficient. Majority of them agreed that management have a positive attitude towards staff and they are treated with respect at their work places.

**Terry H. Wagar (2013)**, stated his major findings in his research as (1) Organizations with a more hierarchical culture were less likely to have introduced team-based and incentive programs. Moreover, the decision to implement employee involvement programs varied substantially based on the organization's strategy—organizations emphasizing a cost strategy were most likely to have adopted employee involvement. (2) A progressive decision-making ideology was strongly related to measures of the labour-management climate; respondents indicating that their organization used participative management were more likely to report that the labour-management climate was favourable.

**OBJECTIVES OF THE STUDY**

\* To determine the level of workers participation in management decision making in Galaxy Machinery Pvt.Ltd., Coimbatore.

\* To make suggestions for managerial policy implications in the light of the findings of the present study.

**RESEARCH METHODOLOGY**

Research comprises defining and redefining problems, formulating hypothesis and suggest solutions, collecting, organizing and evaluating data, making decisions and reaching conclusions and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis. A research design is an arrangement of conditions for collection and analysis of data in a manner that aim combine with relevance to the research purpose with economy in procedure. The Universe or Population of the study refers to the employees in Galaxy Machinery pvt.ltd, Unit-II, Coimbatore. The total strength of the Universe is 400. Simple Random sampling is adopted as sampling technique. Primary data was collected through a Questionnaire survey method from the employees of Galaxy Machinery pvt.ltd. Unit-II, Coimbatore.

**DATA ANALYSIS AND INTERPRETATION**

**CHI SQUARE – I  
AGE AND ATTITUDE TOWARDS WPM**

	Value	df	P-value	Remarks
Pearson Chi-Square	29.48 <sup>a</sup>	10	.001	Rejected

It has been evident from the chi-square test that the p-value (.001) has been less than 0.05 and the result has been significant at 5 % level. From the analysis it have been concluded that there is relationship between Age and Attitude towards

Workers Participation in Management decisions (WPM)

**CHI-SQUARE – II  
GENDER AND ATTITUDE TOWARDS WPM**

	Value	df	P-value	Remarks
Pearson Chi-Square	.185 <sup>a</sup>	2	.912	Accepted

It has been divulged from the chi-square test that the p-value (.912) has been more than 0.05 and the result has been not significant at 5 % level. From the analysis it have been concluded that there is no relationship between gender and the overall Attitude towards Workers Participation in Management decisions (WPM).

**CHI-SQUARE – III  
MARITAL STATUS AND ATTITUDE TOWARDS WPM**

	Value	df	P-value	Remarks
Pearson Chi-Square	39.05 <sup>a</sup>	6	.000	Rejected

It has been evident from the chi-square test that the p-value (.000) has been less than 0.05 and the result has been significant at 5 % level. From the analysis it have been concluded that there is relationship between marital status and Attitude towards Workers Participation in Management decisions (WPM)

**CHI-SQUARE – IV  
EDUCATIONAL QUALIFICATION AND ATTITUDE TOWARDS WPM**

	Value	df	P-value	Remarks
Pearson Chi-Square	25.49 <sup>a</sup>	6	.000	Rejected

It has been evident from the chi-square test that the p-value (.000) has been less than 0.05 and the result has been significant at 5 % level. From the analysis it have been concluded that there is relationship between Educational Qualification and Attitude towards Workers Participation in Management decisions (WPM).

**SUGGESTIONS**

- \*The management should implement the employee's suggestion in maximum possible decisions; it will encourage employees for further participation and effective work.
- \*The management shall permit the trade union to accomplish employees rights and their needs such as monetary and non monetary benefits, job security, welfare & etc.,
- \*The managers must recognize their employees for their achievement and effective performance; it will motivate the employees to have high involvement.
- \*The benefits and rewards schemes in the organization to be improved through it the productivity and participation will be increased.
- \*The management should improve the training and seminars as per the need of the employees which helps the employees specialized in their work, so the employees committed work force will be increased.

**CONCLUSION**

Workers Participation in Management is respectable at Galaxy Machinery Pvt. Ltd. And employees believed that they will definitely get benefit hence, participation is confined to all the members in the organization and considers them at different levels of decision making. Employees acquiesce that committee members share the information with their colleagues after the meetings, the employees participation in management improves understanding between management and workers, and informed that WPM schemes is used mostly in the organization.

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