

A Study of the Impact of Workers Participation in Management for Upgradation of Industrial Production in Nagpur Region with Special Reference to Human Resource Planning

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Abstract: -The concept of Workers participation in management crystallizes the concept of industrial democracy, and indicates an attempt on the part of the employer to build his employees into a team which works towards the realization of common objectives. It has a unique motivational power and great psychological value. Workers' participation in management aids two way communication which results in better flow of ideas and opinions. This helps the management to design and implement employee-friendly policies with minimum resistance. It also gives the employees a sense of belonging and commitment to the organization and ensures that the capabilities of Workers are properly utilized and that they are able to make significant contribution to the effectiveness and economic welfare of the organization 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.

Keywords: - Impact, Upgradation, Region, Human Resource Planning.

I. INTRODUCTION

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 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. The International Labour Organization has been encouraging member nations to promote the scheme of Workers' Participation in Management.

Workers' participation in management implies mental and emotional involvement of workers in the management of Enterprise. It is considered as a mechanism where workers have a say in the decision-making. Worker participation in management is involvement of Workers' only in such areas of activities of the enterprise where they can make some positive contribution for the betterment of an enterprise. Such participation should facilitate effective utilization of available resources and execution of long term expansion plans, including diversification. It should facilitate the day to day functioning as well as inventions and innovations. It is a principle of attaining industrial democracy by ensuring the total involvement of the Workers' in achieving the organizational goals of the enterprise.

The participation results from practices which increases the scope for employees' share of influence in decision making at different tiers of the organization hierarchy with concomitant assumption of responsibility and the participation of each employee should strictly confine to the field for which he is competent and concerned with. This is possible only when both Labour and the management commit themselves to the

organization. Hence, the success of Workers' participation largely depends upon mutual understanding, faith and trust. Participation and involvement of Workers in the management of industry or organization is practiced in most of the countries of the world. Workers' participation in management is an overworked concept in business and government and an underworked activity.

II. Industrial Democracy

Industrial Democracy is an economic arrangement which involves workers making decisions, sharing responsibility and authority in the workplace. Although industrial democracy generally refers to the organization model in which workplaces are run directly by the people who work in them in place of private or state ownership of the means of production, there are also representative forms of industrial democracy.

Representative industrial democracy includes decision making structures such as the formation of committees and consultative bodies to facilitate communication between management, unions, and staff.

Benefits of Industrial Democracy:

- Less industrial disputes resulting from better communication between management and staff.
- Improved decision making processes resulting in higher quality decisions.
- Increased creativity, enthusiasm and commitment to corporate objectives.
- Lowered stress and increased wellbeing.
- Better use of time and resources.
- Improved productivity including service delivery.
- Increased job satisfaction resulting in reduced absenteeism.
- Improved personal fulfillment and self-esteem.

III. Review of Literature

Yusuf Noah (2008) The study entitled, "A Study of Worker Participation in Management Decision Making within Selected Establishments in Lagos, Nigeria" worker participation in management decision making within the Nigerian work environment. The study involved a survey in which a total of two hundred and twenty seven non management employees drawn from two work organizations in Lagos (Flour Mills Nigeria Plc and Niger Insurance Plc) were used as subjects[1]

Ruth Alas (2007) made an attempt to study, "The impact of employee participation on job satisfaction during change process" Estonia has succeeded in replacing a planned economy with a free market economy. Still, a lot has to be done to achieve a quality level comparable with developed countries in the European Union. The main problem is: how to change Estonian business organizations even faster than organizations change in developed countries. To meet this challenge, we must rely on both the theories and the experiences of developed countries. [4]

Owolabi Lateef Kuyea and Abdul-Hameed Adeola Sulaimonb (2011) made an attempt to study, "employee involvement in decision making and firms Performance in the manufacturing sector in Nigeria" employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria. Data were generated by means of questionnaires to 670 manufacturing firms on employee involvement in decision making and performance variables [6]

Srimannarayana (2009) made an attempt to study the role of workers prevailing in the organization in India. The study reveals that the organizations in manufacturing sector could provide better workers' participation in comparison to the organizations dealing in service and technology sector. The author further says that the earlier

studies and the present studies shows that overall workers involvement in the organization has improved marginally over a period of time. It is fundamental truth that the workers are the most important assets in the organizations. Workers are pivotal variable without which the inanimate assets are worthless. Workers' participation has gained a considerable importance both in developing and developed countries of the world. In India a good number of industrial and commercial organizations have realized that for the better functioning of management in any sector of the economy ultimately depend upon the effective management of the human resource. Human resource management is the backbone of every organization. Human resource is the only alive factor which put the other non-live resources into action. Workers' participation plays an important role in service sector because service sector has to constantly deal with people. To deal with workers, the need of workers' participation in the organization is felt. It is a new and emerging area of knowledge that has attached the researchers in social science. Various studies reviewed above provide valuable insights, but still there are a large number of gaps in the available literature. Hence, the present study which is primary and empirical is fully justified. [7]

IV. Research Methodology

Research Methodology has many dimensions like careful through all stages of the research is a necessity starting with clear and concise statement of the problem to be researched. Research is the systematic method of collection, recording facts in the forms of numerical data relevant to the formulating a problem bases on the collected data. Research can be defined as logical and systematic means or technique to discover new facts or verify facts, analyse this sequence, interrelationship and casual explanations which were derived with an appropriate theoretical frame of reference develop new scientific tools, concept theories which would facilitate reliable and valid study on human behavior.

Objectives of the Study:

1. To know the philosophical bases behind the workers participation in management.
2. To estimate and generalize the qualitative and quantitative benefits of workers participation in management of employer.
3. To find out the value of workers participation in managing industrial relation.
4. To study the effects of workers participation in management on upgradation of industrial production.
5. To find out the statutory bases for the worker's participation in India
6. To find out the direct and indirect benefits of workers participation in management to the employees and society.
7. To know the hurdles in the implementation of the schemes of worker's participation in management.
8. To find out the remedies for the better participation of workers in management.
9. To evolve the healthy policies for the union and management relations to get effective participation.

Scope and ways of participation:

- One view is that workers or the trade unions should, as equal partners, sit with the management and make joint managerial decisions.
- The other view is that workers should only be given an opportunity, through their representatives, to influence managerial decisions at various levels.
- In practice, the participation of workers can take place by one or all the methods listed below:

Board level participation

1. Ownership participation
2. Complete control
3. Staff or work councils
4. Joint councils and committees
5. Collective Bargaining
6. Job enlargement and enrichment
7. Suggestion schemes
8. Quality circles
9. Empowered teams
10. TQM
11. Financial participation

V. Research Hypothesis

The following testable hypotheses were formulated to guide the attainment of the research objectives. There is a relationship between employees' socio-economic status and the level of involvement in decision making such that:

1. An employee in higher job position tends to exercise more involvement in management decision making than another in lower job position.
2. An employee who possesses higher educational qualification would tend to have more influence in management decision making than other who possess lower educational qualification.
3. A young employee would more likely demonstrate more involvement in management decision making than his older counterpart.
4. Participation of worker in management makes the industrial relation, cordial and thereby helps in making better co-habitation of worker and capital which results in cost reduction and productivity improvement.

Worker participation in management reduce absenteeism improves commitment of workers and thereby brings improvement in production

VI. Sampling

The sampling unit for the purpose of study will be individuals from industries in Nagpur division.

Sampling size and Sampling method:

A sample size from 25 industries in 12 industrial zones will be selected for the study by using purposive sampling. From each unit 10 workers and 1 authority will be selected. Hence 250 workers and 25 authorities selected.

VII. Application of Statistical Techniques

A statistical procedure that enables the investigator to determine how closely and experimentally obtained set of values fit a given theoretical expectation. The percentage analysis will be used to study the socio economic characteristics followed by correlation, Time series these tools will be applied based on the data collected.

Collection of Data:

The success of research study depends to great extent, upon the method of data collection. If poor data is collected poor conclusions would be drawn .so, while collecting the data every care will be taken to maintain its objectivity and accuracy. In this study, both primary data and secondary data sources are used for data

collection, but the overall dominance remains of the primary data. To study the objectives, required data will be collected from primary as well as secondary sources.

1) Primary Data

If the investigator collects the data originally for the investigation this data is called as “primary data”. The data which are collected through a fresh and for the first time. Primary data will be collected through-

- Questionnaires given to the workers
- Personal interview
- Observation

It will be more useful and economical in the situation. Data obtained without external influence is more valid and reliable.

2) Secondary Data

If the investigator does not collect the data originally but collected by other, investigator or agency and available or unpublished form this data is called “secondary data”. Secondary data will be collected through-

- Books
- Websites
- journals

This secondary data will be used along with the primary data so as to make the study more viable.

Limitation of the study:

The important limitations of the study are briefly indicated as follows:

1. The study is restricted to Nagpur region & the further scope lies in studying the same aspect in different geographical settings.
2. The study will be only confined to industries in Nagpur region.

VIII. Finding and conclusion

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, feeling and attitude to the work place. 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 behaviors 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. Reasons for Research are Upgradation of production, To Acquire different markets, Increase in profits, Reduction in production expenditure, Determination of low prices, Development of Management.

Suggestions:

The key starting point in studying the link between workplace relations and productivity is the indeterminate, or open-ended, nature of the employment relationship. While compensation and general working conditions are

agreed in some way at the time of employment, the employee's actual contribution, in terms of volume and quality of output, remains largely unspecified. Much depends on employees' willingness to invest their skills and know-how in the production process. In turn, such commitment is built on organizational arrangements, well-accepted working conditions and co-operative relations more generally.

In short, employee involvement is crucial because, to a large extent, effort remains discretionary. The term employee involvement refers to the various means and processes by which workers take part in decisions concerning the use of their skills and resources in the production process.

It improves the level of understandings between workers and owners, which lead to better efforts and harmony ultimately increases productivity.

Pre-requisites for successful participation:

1. Management and operatives/employees should not work at cross-purposes i.e. they must have clearly defined and complementary objectives.
2. Free flow of communication and information.
3. Participation of outside trade union leaders to be avoided.
4. Strong and effective trade unionism.
5. Workers' education and training. Trade unions and government needs to work in this area.
6. Trust between both the parties.
7. Workers should be associated at all levels of decision-making.

REFERENCES

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