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GRT WORKERS PARTICIPATION IN MANAGEMENT – MYTH OR REALITY

Dr. (Mrs.) Yajamanya Swarnalata R.

Associate Professor, Head of Commerce Department ,
D.A.V. Velankar College of Commerce, Solapur.

Abstract:-This paper is concerned with an investigation of the prevailing level of employees Participation in Management Decision making. The study concerned a survey within which a complete of hundred non management workers drawn. Interview schedule and in-depth interview were the most analysis techniques adopted for data assortment whereas share distribution and straightforward sampling techniques were used to analyze the info collected for the study. Results show that workers in organizations demonstrate a high interest in participation within the method} process inside their respective work places. However, the particular level of involvement in management call making incontestable by the workers was found to be comparatively low. There's important relationship between education and employees " involvement in deciding, and in addition as between frequency of employees" consultation and structure commitment. The study reveals a growing want of non-management workers within the work atmosphere to exercise greater involvement within the method} process of the enterprise. Majority of the employees sophisticated that selections taken at the committee conferences are enforced, has the positive opinion concerning the councils operating and performance, the organization has been considering the pre-requisites of productive employee participation.

Keywords:Management Decision making, Interview schedule , straightforward sampling techniques.

INTRODUCTION :-

The concept of worker participation represents a well-liked theme within the analysis of the planet of work among students within the fields of commercial social science, Industrial Relations also as Management. It refers to any arrangement that is intended to involve low cadre workers (workers) within the necessary higher cognitive process at intervals the work. This suggests that instead of saddling solely a bunch at intervals the enterprise (for instance, Management) with the responsibility of constructing choices, all those that area unit to be suffering from these choices (including the workers) would be concerned in its formulation and implementation

Workers' Participation in Management John Leitch has outlined Industrial Democracy as "the organization of any works or different business establishment into to a small degree democratic state with a representative government that shall have each the legislative and govt phases". Within the same manner as political democracy have regenerate subjects into voters, with right of self-determination and autonomy, industrial democracy converts the staff from the mere subjects obeying the orders of the employers, into voters of the economic world, with a right to self-determination and autonomy, that is, representative participation in creating rules and imposing them. this is often referred to as Workers' Participation in Management, staff' participation in management means that giving scope for workers to influence the social control decision-making method at completely different levels by numerous forms within the organisation. The principal varieties of workers' participation area unit info sharing, joint consultation, suggestion schemes, etc.

In recent time, students have directed increasing attention to the difficulty of employee participation and its broader corollary, industrial democracy (Mankidy, 1984; Yesufu, 1984, Adewumi 1989; Verma and Syha; 1991, Weller 1993; Kester and Pinaud, 1996; AduAmankwah, K. and Kester, G. 1999). These issues mirror a growing interest to find ways in which to create work a lot of purposeful and satisfying to the employees. This rest on the idea that the structure goals of high productivity and harmonious industrial relations are best achieved once the upper level wants of the human parts (workers) are glad.

Employee participation implies arrangements designed to involve employees within the enterprises higher cognitive {process} process. This permits for workers' involvement within the initiation, formulation and implementation of choices among the enterprise. The idea also can be understood in terms of a replacement approach to trade and individuals who wish to have an interest with the taking of choices which have direct relating them.

Megahertz Gregor (1960) contends that employee participation consists primarily in making chance below appropriate conditions for individuals to influence choices that have an effect on them. It's a special case of delegation during which the subordinate gain bigger management, bigger freedom of selection with relation to bridging the communication gap between the management and also the employees. This serves to make a way of happiness among the employees additionally as causative surroundings during which each the employees would voluntarily contribute to healthy industrial relations.

In line with the International Institute for Labor studies "Workers Participation in Management is that the participation ensuing from practices that increase the scope for employee's share of influence in decision-making at totally different tiers of structure hierarchy with concomitant assumption of responsibility".

Within the words of Davis "It may be a mental and emotional involvement of an individual during a cluster state of affairs which inspires him to contribute to goals and share responsibilities in them".

WORKERS' PARTICIPATION IN MANAGEMENT

Workers' Participation in Management are often outlined as "a method by that subordinate staff, either on an individual basis or conjointly, get involved in one or additional aspects of structure higher cognitive process among the enterprises within which they work". As per Keith Davis, "Participation refers to the mental and emotional involvement of an individual in a very cluster scenario which inspires a employee to contribute to cluster goals and share the responsibility of achievement". As per Walpole, Participation in Management offers the employee a way of importance, pride and accomplishment; it offers him the liberty of chance for self-expression; a sense of belongingness with the place of labor and a way of acquisition and creative thinking.

Employee participation at geographical point level facilitates higher labour-management communication, prevents and absorbs disputes and helps to search out solutions for each work and production-related problems. It's additionally the potential to mirror the voices of these whose union illustration tends to be either low or absent. Varied worker participation practices will so play a complementary role to market negotiation and sound industrial relations, see you later as they're not used as replacements for negotiation.

There can be 5 levels of Management Participation or WPM:

- a. Data participation: It ensures that staff area unit ready to receive data and categorical their views concerning the matter of general economic importance.
- b. Informatory importance: Here staff area unit consulted on the matters of worker welfare like work, safety and health. However, judgement perpetually rests with the ranking management, as employees' views area unit solely consultive in nature.
- c. Associative participation: It's associate degree extension of informatory participation as management here is below the responsibility to simply accept and implement the unanimous selections of the workers. Here the managers and staff together take selections.
- d. Body participation: It ensures larger share of workers' participation in discharge of social control functions. Here, selections already taken by the management come back to staff, ideally with alternatives for administration and staff needs to choose the simplest from those for implementation.
- e. Decisive participation: Highest level of participation wherever selections area unit together taken on the matters about production, welfare etc. to ascertain Industrial Democracy.

OBJECTIVES OF WPM:

The central objective of the study is to work out the extent of employee participation in management higher cognitive process within the specific objective area unit

1. to establish employees level of involvement within the higher cognitive {process} process of then work places.
2. to ascertain the overall perspective of employees towards employee participation in management higher cognitive process.

3. to work out factors that aid or hinder the discovered level of participation?
4. to research the implications of employee participation to employee and their organizations.
5. To propose suggestions to beat the encountered lapses

Workers' participation in management is a vital ingredient of commercial democracy. The idea of workers' participation in management is predicated on Human Relations approach to Management that led to a replacement set of values to labour and management. Historically the idea of Workers' Participation in Management (WPM) refers to participation of non-managerial workers within the decision-making method of the organization. Workers' participation is additionally referred to as 'labour participation' or 'employee participation' in management. In European nation it's referred to as co-determination whereas in European country it's referred to as self-management. The International Labour Organization has been encouraging member nations to market the theme of Workers' Participation in Management. Workers' participation in management implies mental and emotional involvement of employees within the management of Enterprise. It's thought of as a mechanism wherever employees have a say within the decision-making. Workers' participation in Management in Republic of India was given importance solely after Independence. Industrial Disputes Act, 1947 was the primary step during this direction, that suggested for the fitting of works committees. The joint management councils were established in 1950 that magnified the labour participation in management. Since Gregorian calendar month 1975 the two-tier participation known as look councils at look level and Joint councils were introduced. Workers' participation in Management Bill, 1990 was introduced in Parliament that provided scope for upliftment of employees.

WORKERS' PARTICIPATION IN MANAGEMENT IN REPUBLIC OF INDIA

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DRAWBACKS

- Workers' representatives and agency participate in management have to be compelled to perform the twin roles of workers' voice and a co-manager. Only a few representatives square measure competent enough to assume the 2 incompatible roles.
- Generally Trade Unions' leaders and agency represent employees are active members of assorted political parties. Whereas taking part in management they have an inclination to present priority to political interests instead of the workers' cause.
- Schemes of workers' participation are initiated and sponsored by the govt. However, there has been an absence of interest and initiative on the part of each the trade unions and employers.
- In India, labour laws regulate just about all terms and conditions of employment at the geographic point. Employees don't feel the urge to participate in management, having an innate feeling that they're born to serve and to not rule.
- The focus has continually been on participation at the upper levels, lower levels haven't been allowed to participate abundant within the decision-making within the organizations.
- The disposition of the leader to share powers with the workers' representatives, the tolerance of the employees and also the perfunctory perspective of the govt towards participation in management act as hindrances within the approach of promotion of participative management. Considering application of worker participation in some corporations and the way and what schemes these corporations have adopted:

TOYOTA:

The management area unit concerned themselves and show concern through their numerous schemes as below:

- Diversity and equal opportunities – serving to out girls workers by motivating girls workers and adopting “ System for serving to workers Accomplish each kid Rearing (or Nursing Care) and Work” since 2002.”, by introducing versatile operating arrangements and made child-care facilities at business sites.
- Employment of disabled persons - As of the top of March 2003, Toyota's disabled workers quantitative relation was one.95%, surpassing the one.8% Legal Employment Quota.*
- Employee-Driven plan System (EDIS).
- Toyota, USA, victimisation the employee-driven plan system approach, hyperbolic suggestion program participation from twelve.5% to 93.2% among solely 3 years. Toyota workers have seen ninety eight.9% of their thirty eight,000 improvement concepts enforced during a single year!

MODERN SUGGESTION PROGRAM

- Some companies hit 60% participation rates in the first year of implementing such a suggestion program.

Meanwhile, employee participation in traditional suggestion programs averages about 10%.

•The traditional suggestion programs focus on financial rewards and bottom-line savings to the company. Consequently, small ideas that bring small savings and small employee rewards go unsubmitted or unimplemented.

Traditional Vs Modern suggestion program

• In distinction to the old-type worker suggestion program, the worker-driven plan system focuses on employee involvement. All ideas are equally rewarded with token rewards – maybe one or two bucks to a private for a concept, or a dollar to every member of a team for a team plan. Tiny ideas are advised and enforced, and therefore the tiny, continuous enhancements repose on each other. At Toyota, for instance, eighty fifth of worker ideas are approved for implementation inside 5 days.

MEASURES FOR MAKING PARTICIPATION EFFECTIVE:

• Leader ought to adopt a progressive outlook. They must take into account the business as a joint endeavour during which employees have equal say. Employees ought to be provided and enlightened regarding the advantages of their participation within the management.

• Employers and employees ought to agree on the objectives of the business. They must acknowledge and respect the rights of every alternative.

• Employees and their representatives ought to be provided education and coaching within the philosophy and method of participative management. Employees ought to be created tuned in to the advantages of participative management.

• There ought to be effective communication between employees and management and effective consultation of employees by the management in choices that have an impression on them.

• Participation ought to be endless method. to start with, participation ought to begin at the in operation level of management.

• A mutual co-operation and commitment to participation should be developed by each management and labour.

CONCLUSION:

Workers Participation in Management has assumed nice importance of late as a result of it reduces industrial unrest and helps in dispelling employees" misunderstanding concerning the outlook of management in trade. The organization is giving utmost importance to the workers" Participation in Management. The organization has been seen to follow sound participative mechanism. There exist a healthy sign of concord and co-operation among the workers within the organization. The workers appear to know and co-operate with one another within the organization. Employees Participation in Management could cut back alienation or increase personal fulfillment of employees. It additionally influences potency in numerous direct and indirect ways in which. Careful measuring and calculation ar needed to assess net impact of participation upon potency and economic issue.

Modern scholars are of the mind that the old adage "a worker is a worker, a manager is a manager; never the twain shall meet" should be replaced by "managers and workers are partners in the progress of business". Not everyone can be a leader, but allow employees to play a leadership role."

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