

A study on Workers Participation in Management at Aavin, Trichirappalli District Co-operative Milk Producers Union Ltd.

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Abstract — Participation of workers in management is a key component of industrial democracy. Workers' participation in management is founded on the Human Relations approach to management, which introduced a new set of values to both labour and management. Workers' participation in management entails their mental and emotional involvement in the enterprise's administration. It is viewed as a method that allows workers to participate in decision-making. Participation refers to the mental and emotional involvement of a person in a group setting that encourages him or her to contribute to the group's goals and share responsibility for profit. It is also known as labour participation or employee participation in the management. Also known as staff participation or employee participation in management. The International Labour Organization has been urging member states to promote a participatory management system. It provides scope for the employees in decision making of the organization and includes the willingness to share the responsibility of the organization by the workers. This study helps to understand the relationship between workers & management at Aavin, Trichirappalli District Co-operative milk producers, Union Ltd.

Keywords — Participation; Management; Responsibility; Organisation

1. Introduction

Within the last four decades in the realm of human resource management, the technique of workers participation in management has been regarded as a powerful behavioural tool managing the Industrial Relation system. Ever since independence, India has been aiming at establishing a socialistic pattern of society. In such a society, everyone must be given equal opportunities to participate in the affairs of the administration of the society. Mere abundance of capital without the art of using it with discipline, frugality (thrift) and knowhow is of no use. Therefore, capital which is found to be in abundance with the public sector must be combined with the discipline and technical knowledge of the private sector in order to set up a joint sector enterprise. This is said to be the essence of mixed economy.

Any trade or manufacturing activity requires capital, labour, skill and above all commitment to do the work within time. A finished product will roll out, only when there is a combined effort of labour and capital work together. According to Gandhi, workers and managers are the two eyes of an industrial organization. Further, there must be a trusteeship type of relation between an employer and employees reposing confidence on each other so as to be accountable to the community to which they have to serve.

In a project, there are two distinct groups of people: managers and employees who do two different tasks. In an

organisation, there are two distinct categories of people: managers and employees, who conduct two unique sets of functions known as managerial and operative, respectively. The primary distinction between managers and workers is that managers are held responsible for the work of their subordinates, whilst workers are only responsible for their own work. Though the extent to which workers can climb through the ranks to become managers is significant, it is distinct from whether workers can participate in managerial functions.

Participation can take one of two forms:

- Ascending participation
- Descending participation

In case of ascending participation, the workers may be given an opportunity to influence managerial decisions at higher levels through elected representatives to joint councils or the board of directors of the company. But in declining participation, they may be given more power to plan and make decisions about their work (e.g. delegating power and expanding work). In many organisations, this type of participation is highly popular.

2. Statement of problem

The, poor attitudes in a group are the result of frustration and can be turned around with a little participation. A leader needs to create an environment that encourages employees to help solve problems.. A key element is the energies on improving the areas that are important to you and to them. The employers should not

make the common mistake of trying to make their employees work harder alone. Employee Involvement programs have the advantage of building on the knowledge and capabilities of employees themselves. One could say that employees have been an untapped resource for too long and that it's high time that the worth of employee ideas and contributions. As unions' own successes with such programs demonstrate, there is nothing inconsistent with formal representation and an Employee Involvement effort ~ one look at the epitome of Employee Involvement programs, ownership of a company through an Employee Stock Ownership Plan, demonstrates this fact. And, as a factual matter, there is no basis to conclude that Employee Involvement programs have impacted Labor's ability to organize.

3. Objectives of the Study

- To study the level of workers participation existing in the organization
- To find out the job involvement and commitment of the workers towards the organization.
- To find out the workers relationship with the management.
- To give suggest to measures to motivate workers participation in the management.

4. Hypothesis

The following hypothesis were formulated on the objectives of the study.

4.1 Null Hypothesis

- There is no significant relationship between age and monthly income
- There is no significant relationship between necessity and positive impact of participation on industrial relation.

4.2 Alternative Hypothesis

- There is a significant relationship between age and monthly income
- There is a significant relationship between necessity and positive impact of participation on industrial relation.

5. The Area of Study

The district of Tiruchirappalli, was formerly called by the British as "Trichinopoly" and is commonly known as Tiruchi. It is the fourth largest city in the state of Tamil Nadu after Chennai, Madurai and Coimbatore with an

estimated population of 11,39,534 (as of 2009) exclusively in the city zone. It is situated in the centre of the state, on the banks of river Cauvery. Tiruchirappalli may well be termed as one of the prominent educational and fast developing industrial centres of Tamil Nadu. Tiruchi is a Municipal Corporation and the administrative headquarters of Tiruchirappalli district.

The most famous landmark of Trichy is the Rockford temple which is perched on a huge rocky outcrop, 83 metres in height, from where one can enjoy a panoramic view of Tiruchirappalli. This smooth crop was first hewn by the Pallavas but it was the Nayak's of Madurai who later built the Rock fort temple, which was also used as their military fort.

6. Scope of the Study

All services, amenities, and facilities supplied by the employer in or near the workplace in order to provide workers with amenities conducive to good health and high morale are referred to as labour welfare.

7. Concept and Review of Literature

7.1 Workers' Participation in Management

Participation of workers in management is a key component of industrial democracy. Workers' participation in management is founded on the Human Relations approach to management, which introduced a new set of values to both labour and management. Workers' participation in management entails their mental and emotional involvement in the enterprise's administration. It is seen as a way for employees to participate in decision-making. According to Keith Davis, Participation refers to the mental and emotional involvement of a person in a team setting that encourages him or her to participate in team goals and share a responsibility to achieve success.

8. Features of Workers Participate in Management

- Participation entails more than just physical presence; it also entails mental and emotional participation.
- Workers participate in management as a group rather than as individuals through their representatives.
- Employees' involvement in management can be formal or informal. Employees voice their ideas and contribute to administrative choices in both circumstances through a communication and consultation system.
- Management Participation (WPM) can be divided into five levels:
 - ✓ Information participation

- ✓ Consultative importance
- ✓ Associative participation
- ✓ Administrative participation
- ✓ Decisive participation

9. Objectives of WPM

- To establish Industrial Democracy.
- To build the most dynamic Human Resources.
- To satisfy the workers' social and esteem needs.
- To strengthen labour-management co-operation and thus maintain Industrial peace and harmony.
- To promote increased productivity for the advantage of the organization, workers and the society at large.
- Its psychological objective is to secure full recognition of the workers.

10. The main benefits of worker participation

- Lower accident and sickness rates
- Costs are lower, and risks are lower. Workers are more likely to identify the reasons for taking a particular action, help find practical solutions, and comply with the end result because employee absence and turnover rates are lower, accidents are fewer, and the threat of legal action is reduced by getting involved at the planning stage.
- Improved standing among suppliers and partners, as well as a better reputation for corporate social responsibility among investors, customers, and communities • Increased productivity – employees are healthier, happier, and better able to advise, suggest, and request improvements – helping to develop measures to prevent occupational accidents and ill-health in a timely and cost-effective manner.
- Improved standing among suppliers and partners, as well as a better reputation for corporate social responsibility among investors, customers, and communities.

11. Review of Literature

(Nöhammer *et al.*, 2010) He defines worker participation is of crucial importance, organisations tend to face a general problem: employees who might have the greatest need to take part in such measures are not necessarily the ones who participate most and are the most active. However, WHP programmes are only effective when employee participation and enrolment are high. Therefore, for a WHP programme to be successful it is essential to generate high levels of employee participation.

((Bates, 2009). Sloan & Gruman, 1988) The start of a new programme gives the best opportunity to involve

employees and to design the measures according to workers' needs. Researchers and WHP experts collectively agree that senior management commitment, as well as supervisor support and leadership, are of major importance in the recruitment and participation of employees in WHP measures and programmes.

Weiner *et al.* (2009) The large companies, emphasise the importance of differentiating between the different stakeholders who will be affected by the WHP programme. Decision makers are usually responsible not only for taking the initial decision to implement WHP measures, but also for ensuring that the appropriate resources are allocated and support is provided. Programme implementers can be different key stakeholders within the company or even external consultants. The programme implementers' primary aim is to establish the strategy and provide information. They are frequently the ones who connect directly with employees, champion everyday changes, and assist in the implementation of such changes. Users of the programme, on the other hand, are all personnel who are directly involved in the measures that are offered. As a result, target employees include not only the latter category, but also those who are anticipated to assist in the implementation of the programme (implementers). The two groups could overlap completely, partially, or not at all.

Henning *et al.* (2009) He says that for instance, highlight the importance of participatory ergonomics and the iterative design of workplace interventions. According to them, 'program start-up on assessing organisational readiness, gaining the full support of administrators, creating meaningful support roles for supervisors, and providing training on the basic principles of ergonomics, health promotion, and teamwork'. Henning *et al.* observed that organisational learning, and thus the overall success of WHP programmes, depends on good macroergonomic design of the programme itself; an example of this would be enabling employees depends on the optimal macroergonomic structure of the system itself. An example of this would be to make employees at all levels of establishment monitor the efforts to promote health and success with the help of tracking tools.

(Terry *et al.*, 2010) Insufficient or ineffective communication can result in low levels of participation (Glasgow *et al.*, 1993). Organisations should establish a well-planned communication strategy for their WHP programme.

12. Company Profile

Name of the company : Tirichirappalli District Co-operative milk producer's union Ltd.

Address of the company: Pattukkottai Road, Kottapattu,
 Tiruchirappalli-620 023.
 Nature of business :Dairy
 No. of employees :500

Table 1: Data Analysis

Opinion	Strongly agree %	Agree %	Disagree %	Strongly disagree %	Do not wish to answer%
Expectation of great job	27	40	09	05	19
Personal accomplishments	01	51	09	20	19
Trust their management	07	65	28	-	-
Fair evaluation of performance	33	36	20	07	04
Regular feedback	24	47	17	07	05
Good understanding on customer	27	49	13	07	04
Recognition given in the company	16	63	08	08	05
Utilization of skills by the company	25	44	23	04	04
Appraisal helps in improvement	27	54	13	03	03
Encouragement for showing initiative	27	53	13	03	04
Management styles brings out the best	24	49	12	11	04
Immediate recognition	32	45	15	08	-
Knowledge about the objective of WPM	12	61	13	03	11
Participation decision making	34	47	12	03	04
Positive impact of participation	21	48	24	04	03
WPM improves IR	28	51	12	04	05
Resolving problem through union	17	56	16	04	07

Table 2: Testing of Hypothesis

Association between age and monthly income	TV = 2.447 CV = 0	Null Hypothesis is accepted.
Association between necessity of employees in decision making and positive impact of participation o IR	TV = 2.776 CV = 1.729	Null Hypothesis is accepted.

13. Findings

- The majority of respondents (65%) agree that they trust in their management
- The majority of respondents (63%) agree that team work is encouraged and given recognition.
- The majority of respondents (55%) agreed that showing initiative encouraged in the organization.
- The majority of respondent (61%) agreed that there is morale in their department.
- The majority of respondents (60%) agreed that healthy and co-operative environment maintained.
- The majority of respondents 59% agreed that they attend meeting conducted by the management regularity.
- The majority of respondents (47%) were agreed with the necessity of employees participation in decision making

- The majority of respondents (47%) agreed that their Supervisor is co-operative with there.

14. Suggestion

- The company can also give preference to the female workers.
- It will also be good if the unmarried workers get the preference in the company.
- The boss must give Immediate recognition about the workers after their best work submitted
- The workers can deliver the goods with still more improvement. The factory must have still more space for the improvement in manufacturing.
- The management can give regular feedback about the workers
- The Style of the management gives out the best in employees.
- Enlightenment program for worker on their rights to seize the opportunity of involvement in decision making.

15. Conclusion

Respondents of this study generally demonstrated willingness to accept the responsibility of involvement in management decision making whenever such opportunity arises. Many people, however, believe that management decision-making is solely for management. This means that, while workers are willing to accept increasing responsibility for management decision-making, they are not willing to question management in this area.

The study titled workers participation in management at aavin, trichirappalli district co-operative milk producers, union limited has helped the researcher to understand the relationship between workers & management. From the information collected from the workers of Aavin Union limited, the researcher found that, good understanding is essential between the workers and management.

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