A Study of HR Managers’ approach towards Workers Participation in Management

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Abstract:

The term Worker’s participation in management is wide In order to achieve the higher production the managements had introduced incentive schemes but these were short lived. In the European countries Works Councils were established either through legislations or by agreements. The mechanism of participation of workers in the decision making process helps in understanding the under currents of the organization. The managements were looking out for some sustainable solution which resulted in the establishment of joint committees and Councils the participation of workers in the process of management results in checks and controls which are vital to the progress and success of the organization.

Today’s world is so dynamic that every day something new is being introduced and after due testing the same transmitted to various countries. In this process for achievement of the corporate objectives / goals. In this study it is found that maximum of the employees feel that WPM provides better understanding to employers and employees about their role and process of attainment of organization goals and the organization has been considering the pre-requisites of successful workers participation.

Keywords: Workers participation in management, decision making process, success.

Introduction of the Study:

Indian economy is traditionally dominated by the agriculture sector. Almost 68.4% (per 2011 Population Census) of the Indian population is rural which is mainly pursuing agricultural and activities allied to agriculture as their principal source income. Prior to India’s independence, during the British regime India was considered as a major source of raw material supplier for the British industries. It was only after the attainment of the independence in 1947, the Government of India decided to develop industrial sector. Since independence India is pursuing a mixed economy wherein the government as well as the private sector plays vital role. The then Government of India decided to give priority to establish heavy basic industries like Steel industry, Cement industry, and Pharmaceutical industry. The heavy basic industries require heavy capital investment and being the underdeveloped country India was starving of
capital formation. Therefore, the heavy industries were established in the public sector by the government. Until establishment of the textile industries in India, the Indian cotton was being exported to England as a raw material and finished cotton was imported from there, in which case the British were extracting sizable profit.

Since 1951, the government of India adopted a planned approach to the development of the Indian economy by embarking upon Five Years Plan. At the beginning of the Five Year Plan the government used to proclaim their priorities and make provision for the capital investment. In these five year plans the industrial development was given due share. After the first five year plan the Government of India stepped its efforts to establish industries and the private sector were given several concessions to motivate them to start new industries.

The success of implementation of any new concept in the today’s industrial world largely depends on the approach of the Recognized Trade Union. If the approach of the union is positive implementation becomes smoother. On this count this feedback has been solicited. The approach of the workers representatives in the committees has a great bearing on the committee decisions. If it is positive things move smoothly and vice versa.

For the success of any committee meeting the participation of all the members with a positive view is very crucial. If the workers representatives participate in the deliberations of the committee it helps the committee to reach to a conclusive decision which is acceptable to all the members. In the reverse case the outcome the non-participation of the workers stalls the positive outcome.

Organizational mutuality means concern for safeguarding the interest of all the stakeholders of the organization. Every stakeholder has a different objective to serve. Shareholders expect higher return, workers expect better compensation, the customers expect better and cheaper products and after sales service, the governments expect that the organization follow the rules and regulations fairly. All this can be achieved if the Workers Participation in the various management committees is solicited in right earnest.

**Objectives:**

1. To study the current level of workers participation in the selected organisations.
2. To study the approach of automobile industries HR Managers towards Workers Participation in Management.
3. To study the impact of workers participation in management contribution in the growth of the organization.

Research Methodology:

The research is empirical in nature the researcher has decided to collect the primary data from HR managers,

Primary Data
The researcher has collected the data from Heads of Human Resources Development Department of the identified automobile industries. (Represent the management of the organizations) The researcher has also interacted with HR of the organization.

Secondary Data
The secondary data has been collected through various sources like previous research, articles on the research topic from books, journals and periodicals etc.

Literature Review:

Dr. G. Rathnakar, (2012), a research paper titled, “A study of workers participation in management Decision making at BHEL, Hyderabad”. In this paper the author has focused on the Workers Participation in Management so far as decision making is concerned. Their study has observed that the actual participation of the workers in decision making is low. The study pointed out that there is close relation between the employee’s education, frequency of instances for such participation, and involvement and commitment of the employees for the decision making. Employees feedback reveals that the shop councils and plant councils have been benefitted the organization.

While giving the suggestions the author has highlighted the need for creating the awareness amongst both the employers and the employees about the scheme. In this research article author has also suggested that both the parties i.e. the employers and the employees should avoid conflicts on the issues to ensure implementation of the WPM.

Dr. Kuldeep Singh and Mrs. Meera Siwach (2013), paper titled, “Workers Participation in Management as Ambivalence Approach: A study of Sugar Industry of Haryana”. The authors have studied the workers’ awareness about their participation in decision making, areas of participation, and to study the factors that hinder the progress of WPM. Their study has revealed that by and large the employees are satisfied with
the participatory machinery and that the management's approach is positive towards WPM. The workers have also observed that their participation in decision making process has achieved better understanding about various issues. The workers have also given feedback that although there is WPM trade unions are necessary to protect their rights. They have vouched that there should be one union in the organization.

While offering suggestions the authors have suggested that the management should always focus its attention to remove the hurdles in resolving the conflicts. The authors have also recommended that the supervisory staff should also be trained to accept the WPM and should be motivated to make good use of the platforms provided by the schemes.

Ms.V.Sengani, (2015), paper titled, “A Pragmatic Study on Workers Participation in Management (with special Reference to PepsiCo India holdings Pvt.Ltd.) According to the author 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. Her study has covered assessment of the WPM in achieving its objectives as well as assessing the extent to which the workers are participating in decision making process. The author has found that 66.7% of the respondents agree that the evaluator there is mutually agreed and clearly formulated objectives. Maximum respondents agree that Workers Participation in Management it helps to achieve profit maximization. A mutual co-operation and commitment to participation must be developed by both Management and labour.

Tung, Amy, Baird, Kevin Schoch, Herbert. -2014 This paper examines the relationship between specific organizational factors (top management support, training, employee participation, teamwork and the link of performance to rewards) with the effectiveness of environmental management. The effectiveness of environmental management is measured in respect of the effectiveness of environmental management processes and environmental performance.

Juliette Summers and Jeff Hyman (2007), paper titled, “Employee participation and company performance”. In this paper the authors have concluded that unfortunately, considerable uncertainty still surrounds the outcomes of participation, especially in terms of contribution to organisational performance. The authors have further concluded that the evidence on European works councils is mixed, though there is little evidence of any significant negative effects either for the employer or for employees. Finally the authors have concluded that training for the latter has been identified as a major requirement for the future if employee representatives are to make a significant impression on these institutions.
Juliet Hassard, Dan Dan Wang, and Professor Tom Cox, (2012), paper covering case study, titled, “Worker participation practices: a review of EU-OSHA case studies”. In this research the authors have made the following observations:

Active worker participation in the interventions reviewed can be linked with:

- Significant observed reductions in injuries and enhanced occupational health [reduced costs];
- Decreases in sickness absence;
- Improvements in employee morale and generation of practical solutions to workplace problems;
- Enhanced organisational communication and clearer objectives; and
- Assisting in the development of safe systems at work that are shaped by operational reality.

The reviewed cases and conclusions of the reports confirm that effective worker participation in EU-OSHA has business benefits beyond improving healthy and safety management.

Data Analysis:

The data is collected from different categories of the respondents from Pune Auto Cluster which covers Chakan, Bhosari, MIDC etc. The automobiles are clustered in this area and this area together is regarded as Pune Automobile Hub. This area has presence of MIDCs which provide ready made infrastructure for the growth of the industries.

The recognized union has a positive approach towards the implementation of Worker’s Participation In Management.

<table>
<thead>
<tr>
<th>Data</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total Resp.</th>
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<td>% to the total respondents</td>
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The recognized union has a positive approach towards the implementation of Worker’s Participation in Management.
Interpretation:

70 per cent of the respondents have expressed a view that they either agree or strongly agree with the statement. 20 per cent of the respondents preferred to be neutral while only one respondent disagreed with the statement. As the majority of the respondents subscribe the view in the statement it is a better situation.

The impact of the worker’s participation in the various management committees is positive.

<table>
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The impact of the worker’s participation in the various management committees is positive.
Interpretation:
The above data indicates that 70 per cent of identified respondents have either agreed or strongly agreed with the statement. 20 per cent of the respondents have preferred to be neutral while only one respondent has expressed disagreement with the statement.

The workers representatives’ participation is very good.

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The workers representatives’ participation is very good
Interpretation:

The above data indicates that 90 per cent of the respondents have subscribed the view in the statement. It means the workers participation is healthy and conductive to achieve the corporate goals.

The active WPIM in our organisation helps to achieve the organisational mutuality.

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The active WPIM in our organisation helps to achieve the organisational mutuality.
The above data reveals that 80 per cent of the respondents have either agreed or strongly agreed with the statement. 10 per cent respondents opted to be neutral while 10 per cent respondents have disagreed with it. It means majority of the respondents are of the view that the active WPIM in our organisation helps to achieve the organisational mutuality.

**Findings:**
Keeping in view the finding it is suggested that the Heads of the Human Resources Development Department who are also responsible for the training to the staff, should organize training programs for the Workers’ Representatives on the Management Committee. The enlightened employee representative will contribute to the issue in a more meaningful way and hence the training is of great importance. It is found in the study that in organization the recognized union has a positive approach towards the implementation of Worker’s Participation in Management.

The workers representatives’ participation is very good; it means the workers participation is healthy and conducive to achieve the corporate goals.

The employees have the opinion that workers needs trade unions to protect their interest and are satisfied with the various legislation implemented by the company and they view is that interpersonal relationship among employees is seen in respectable manner and agreed that the cooperation of trade unions is necessary to empowered employees for their participation in managerial decision making. And the change is that, management has brought to their personal development through participation is recognition.

Maximum of the employees feel that WPM provides better understanding to employers and employees about their role and process of attainment of organization goals and the organization has been considering the pre-requisites of successful workers participation.

**Conclusion:**
The industrial managements are receiving good cooperation from the workers and the managements are also recognized the need to satisfy the genuine demands of the workers. We find in some industries the wage revision pacts / agreements are being concluded without any agitation from the workers. Organisations are providing training programs, Let us hope such a situation will be continued and the industrial managements and the trade unions will have cordial relations and there will be industrial peace which in turn will add to the productivity and profitability of the industries. The HR managers are understanding and cooperating with the workers. The approach of the management in automobile industry
towards Workers Participation in Management is positive. Workers Participation in Management is equally important in team building approach which ultimately reflects on the success of the organization.

**BIBLIOGRAPHY**

**Research Paper**

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