

# Workers Participation Management in S.Ashok Kumar Fiber Mill Pvt. Ltd, Muhilankudieruppu, Kanyakumari District

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**Abstract-**Workers' participation in management refers to the involvement of employees in decision-making processes and activities that affect their workplace. It is a crucial element in ensuring better workplace relationships, increased productivity and job satisfaction. It is an essential ingredient of industrial democracy. It helps to strengthen labor-management co-operation and maintain industrial peace and harmony. This study aims to study Workers' Participation in Management in S.Ashok Kumar Fiber Mill Pvt. Ltd, Muhilankudieruppu. This industry has acquired a prominent position as an indicator of the growth of economy and industrial progress of the Kanyakumari District. The important objective of the study is to know the various measures of Workers Participation in Management among the employees of S.Ashok Kumar Fiber Mill Pvt. Ltd. The type of research is descriptive in nature. This study is mainly based on both primary data and secondary data. The total sample was fixed 150 at random basis. There are different types of statistical tools used in the present study are Likerts five point scale, Chi-square method and Correlation. The study finds that 60 per cent of the workers' are moderate level participate in decision making. The study reveals that workers' participation in management is an important aspect of organizational functioning that can have a positive impact on both organization and employee behaviour. The study concluded that management should create in the organization an atmosphere of trust and faith. The present system, if modified, as suggested can lead to higher levels of successful participation of workers in management.

**Keywords:** Workers Participation Management, Employees and Fiber Mill

## 1. INTRODUCTION

A combination of Political, Social, Culture and Economic pressures have created a need as well as demand for democratization of industries through

participation of employees in the process of its management. Employees/workers participation in management which is a major part of the process of democratization exists in all organizations in some form or the other. The extension of organizational responsibility to the human instrumentally which served the industrial organization as worker or employee has widely expanded. In the industrial working world, there has been considerable growth in recent years of the interest in human relations in the industry so that management treat their employees as individuals who however low in their origin are entitled to dignity and fair treatment. It has been generally accepted that mutual understanding and co-operation between management and workers can provide solid foundation for economic development of the industry in participation and growth of the country in general. It can also help industrial philosophy which requires to meet the new challenges and new attitudes for global development of mankind.

## 2. SCOPE OF THE STUDY

This study presents a case study of the current participation management practices at S.Ashok Kumar Fibre Mill Pvt. Ltd. The study thoroughly examines the functions and working methods of various forums departments of the industry. A careful analysis of the feedback from different sections indicates significant areas for improvement. Employees express a general consensus that the forums' effectiveness can be enhanced, as reflected in the study. The study makes a genuine attempt to identify shortcomings in the existing system and proposes remedial measures where feasible. It is important to note that, despite efforts to make the report comprehensive and clear, there is still room for further improvement.

3. STATEMENT OF THE PROBLEM

Labour participation in management this is a very difficult task in any one industry, including fibre mill, cashew industry, fishnet industry sectors. In present situation of S.Ashok Kumar Fiber Mill workers are not involved in the participation in management activities because the entire action is controlled by administration authority. Participation in decision making takes several distinct forms. A review of empirical study demonstrates that the effects of participation on satisfaction and performance vary according to the organization. Workers play an important role in any organization, so their participation and involvement in an organization is essential. This study reveals how the workers participation helps in decision making and forward planning in a firm,

4. OBJECTIVES OF THE STUDY

- To evaluate the factor influencing Workers Participation.in Management among the employees of S.Ashok Kumar Fiber Mill Pvt. Ltd.

- To know the various measures of Workers Participation in Management among the employees of S.Ashok Kumar Fiber Mill Pvt. Ltd.
- To know the employees expectation regarding kind of participation they prefer to.

5. RESEARCH METHODOLOGY

The study mainly based on both primary and secondary collected by the investigator. The research resign undertaken for the study is descriptive one. The data sources are classified into Primary data and Secondary data. Secondary data was collected from Internets, various books, Journals, and Company Records. The sample size for this study is 150 workers. Simple random sampling method technique was adopted. The various mathematical and statistical tools are used for analysis of data such as percentage analysis, Linkerts five point scale, Chi-square analysis and Correlation analysis.

6. DATA ANALYSIS AND INTERPRETATION

6.1 Factors Influencing Workers Participation in Management

Table.1 Various Factor Influencing Workers Participation.in Management

Variables/ Factors	HS	S	Average	DS	HDS	Total
Training Programme	18 (12)	114 (76)	12 (8)	3 (2)	3 (2)	150(100)
Opinion about Work	21 (15)	108 (72)	18 (12)	3 (2)	0 (0)	150(100)
Leave Facility	27 (18)	105 (70)	12 (8)	6 (4)	0 (0)	150(100)
Performance of the Employee	18 (12)	84 (56)	30 (20)	6 (4)	9 (6)	150(100)
Increment Policy	30 (20)	102 (68)	15 (10)	3 (2)	0 (0)	150(100)
Opinion about Management	12 (16)	102 (68)	33 (22)	6 (4)	0 (0)	150(100)
Canteen Facility	24 (16)	96 (64)	27 (18)	3 (2)	0 (0)	150(100)
Medical Facility	33 (22)	102 (68)	15 (10)	0 (0)	0 (0)	150(100)
Salary	33 (22)	90 (60)	21 (14)	3 (2)	3 (2)	150(100)
Allowances	33 (22)	87 (58)	27 (18)	3 (2)	0 (0)	150(100)
Working Condition	12 (8)	105 (70)	30 (20)	3 (2)	0 (0)	150(100)
Satisfied with your Work	45 (30)	90 (60)	12 (8)	3 (2)	0 (0)	150(100)

Source: Primary data

The table.1 shows that 76 per cent of the respondents are satisfied with Training Programme. 71 per cent of the respondents are satisfied with their work. 70 per cent of the respondents are satisfied with leave facilities. 56 per cent of the respondents are satisfied with the performance of the employee. 68 per cent of the respondents are satisfied with increment provided by the company. 68 per cent of the respondents are satisfied with management activity. 64 per cent of the

respondents are satisfied with canteen facilities. 68 per cent of the respondents are satisfied with medical facilities. 60 per cent of the respondents are satisfied with salary. 58per cent of the respondents are satisfied with allowances. 70 per cent of the respondents are satisfied with working condition. 60 per cent of the respondents are satisfied with your work.

6.2 Various Measures of Workers Participation in Management

Table.2 Various Measures of Workers Participation in Management

Variables/ Factors	HS	S	Average	DS	HDS	Total
Communication Level of your Superiors	30 (20)	99 (66)	15 (10)	3 (2)	3 (2)	150(100)
Ability & Skills	9 (6)	102 (68)	30 (20)	6 (4)	3 (2)	150(100)
You & Superiors Relationship	39 (26)	90 (60)	15 (10)	3 (2)	3 (2)	150(100)
Welfare Committee	6 (4)	87 (58)	54 (36)	3 (2)	0 (0)	150(100)
Team Work	12 (8)	90 (60)	39 (26)	9 (6)	0 (0)	150(100)
Management in Implementing your Suggestion	6 (4)	90 (60)	39 (26)	12 (8)	3 (2)	150(100)
Decision Making	9 (6)	30 (20)	90 (60)	18 (12)	3 (2)	150(100)

Source: Primary data

The table.2 shows that 66 per cent of the respondents are satisfied with communication level of your supervisors. 68 per cent of the respondents are satisfied with ability and skill. 60 per cent of the respondents are satisfied with relationship between you and your supervisors. 58 per cent of the respondents are Satisfied are satisfied with welfare committee. 60 per cent of the respondents are satisfied with team work. 60 per cent of the respondents are satisfied with management in implementing your suggestion. 60 per cent of the

respondents are Moderate level participate in decision making.

6.3. CHI-SQUARE ANALYSIS:

6.3.1 Application of chi-square test between age group and satisfaction level towards their training & development Programme of Employees:

H<sub>0</sub>: Age of respondents has no significant influence over the level of satisfaction towards training & development programme,

Table.3 Association between age group and satisfaction level their training & development Programme

Age	Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied	Total
20-29	9	7	1	1	0	18
30-39	9	6	3	0	0	18
40-49	5	19	2	1	0	27
50-59	19	56	5	1	0	81
Above 60	3	2	1	0	0	6
Total	45	90	12	3	0	150

Source: Primary data

Level of significance = 0.05

Degree of freedom = 16

Calculated Value : 13.5869, Table Value: 26.296

Calculated value is less than the table value at 0.05 significant levels, so null hypothesis is accepted. Therefore age group of the respondents has no significant influence over the level of satisfaction towards their training & development Programme.

6.3.2 Application of chi-square test between Experience and satisfaction level towards their Performance of the Employees:

H<sub>0</sub>: Experience of respondents has no significant influence over the level of satisfaction towards their Performance of the Employees

Table.4 Association between Experience and satisfaction level their Performance of the Employees

Experience	Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied	Total
Less than 1yr	2	11	6	1	1	21
2-3yrs	1	8	4	1	1	15
4-7yrs	1	5	2	1	3	12
7-10yrs	4	4	7	2	1	18
Above 10yrs	10	56	14	1	3	84
Total	18	84	33	6	9	150

Source: Primary data

Level of significance = 0.05

Degree of freedom = 16

Calculated Value : 13.1933, Table Value: 26.296

Calculated value is less than the table value at 0.05 significant levels, so null hypothesis is accepted. Therefore Experience of the respondents has no

significant influence over the level of satisfaction towards their Performance of the Employees.

6.4. CORRELATION ANALYSIS

6.4.1 Correlation Analysis deals with the association between two or more variables.

H<sub>0</sub>: There is no relation between communication level of their superiors and relationship between their superiors.

Table.5 Association between communication level of their superiors and relationship between their superiors

Factors	Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied
Communication level	20	66	10	2	2
Relationship between their superiors	26	60	10	2	2

Source: Primary Data

Table.6 Application of correlation analysis between communication level of their superiors and relationship between their superiors

X	Y	x=X-20	y=Y-20	x <sup>2</sup>	y <sup>2</sup>	Σxy
20	26	0	6	0	0	0
66	60	46	40	2116	2116	1840
10	10	-10	-10	100	100	100
2	2	-18	-18	324	324	324
2	2	-18	-18	324	324	324
Total				2864	2384	2588

Σ x<sup>2</sup> = 2864; Σ y<sup>2</sup> = 2384; Σ xy = 2588

$$r^* = \frac{\sum xy}{\sqrt{\sum x^2} \times \sqrt{\sum y^2}} = \frac{2588}{\sqrt{2864} \times \sqrt{2384}}$$

$$r^* = \frac{2588}{53.516 \times 48.826} = \frac{2588}{2612.972}$$

r\* = 0.990

-1 < r\* < 1 means there is a positive relation exists between communication level of their superiors and relationship between their superiors.

6.4.2 Correlation Analysis deals with the association between two or more variables.

H<sub>0</sub>: There is no relation between Ability & Skills and Salary.

Table.7 Association between Ability & Skills and Salary

Factors	Highly Satisfied	Satisfied	Average	Dissatisfied	Highly Dissatisfied
Ability & Skills	6	68	20	4	2
Salary	22	60	14	2	2

Source: Primary data

Table.8 Application of correlation analysis between Ability & Skills and Salary

X	Y	x=X-20	y=Y-20	x <sup>2</sup>	y <sup>2</sup>	Xy
6	22	-14	2	196	4	-28
68	60	48	40	2304	1600	1920
20	14	0	-6	0	36	0
4	2	-16	-18	256	324	288
2	2	-18	-18	324	324	324
Total				3080	2288	2504

Source: Primary data

Σ x<sup>2</sup> = 3080; Σ y<sup>2</sup> = 2288; Σ xy = 2504

$$r^* = \frac{\sum xy}{\sqrt{\sum x^2} \times \sqrt{\sum y^2}} = \frac{2504}{\sqrt{3080} \times \sqrt{2288}}$$

$$r^* = \frac{2620}{55.497 \times 47.833} = \frac{2620}{2654.59}$$

r\* = 0.986

-1 < r\* < 1 means there is a positive relation exists between communication level of their superiors and relationship between their superiors.

7. FINDINGS

- The study shows that 76%, 71%, 70%, 56%, 68%, 68%, 64%, 68%, 60%, 58%, 70% and 60% of the respondents are satisfied with Training Programme, their work, leave facilities,

performance of the employee, increment provided by the company, management activity, canteen facilities, medical facilities, salary, allowances, working condition and work respectively.

- The study reveals that 66%, 68%, 60%, 58%, 60%, 60% per cent of the respondents are satisfied with communication level of your supervisors, ability and skill, relationship between you and your supervisors, welfare committee, team work, management in implementing your suggestion respectively and 60 per cent of the respondents are Moderate level participate in decision making.
- Age group of the respondents has no significant influence over the level of satisfaction towards their training & development Programme.
- Experience of the respondents has no significant influence over the level of satisfaction towards their Performance of the Employees.
- There is a positive relation exists between communication level of their superiors and relationship between their superiors.
- There is a positive relation exists between communication level of their superiors and relationship between their superiors.

#### 8. SUGGESTIONS

- Proper attention should be given to employees suggestions and their active involvement should be encouraged through participation.
- Exchange of ideas that taken place through discussions, often result in providing economical solutions to problems.
- The trade unions have to take the responsibility of educating the workers by making them more aware of their responsibilities and developing ability in them to make their participating in consultative forums more effective.
- Try to create a working climate that is informal and relaxed.
- Encourage open communication and create an atmosphere that fosters free expression, positive criticism and disagreement.
- Be generous with positive feedback.
- Develop a personal rapport with each one of the employees, show interest by listening to their problems, needs and grievances. This interest towards them will enable you to find the causes of

absenteeism, indifference, non-participation in work etc. and motivate them.

#### 9. CONCLUSION

Workers participation in management especially in the private sector undertakings is very important as these organizations stand for general welfare of the community. Having educated enlightened and intelligent workforce with high aspirations and expectations would be necessary and desirable for the management to take the employees into confidence and to give them a sense of belongingness. Therefore, effective participation can come out only when the Top Management taken keen interest, given a lead in developing the culture of consultation. The management should create in the organization an atmosphere of trust and faith. The present system, if modified, as suggested can lead to higher levels of successful participation of workers in management.

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