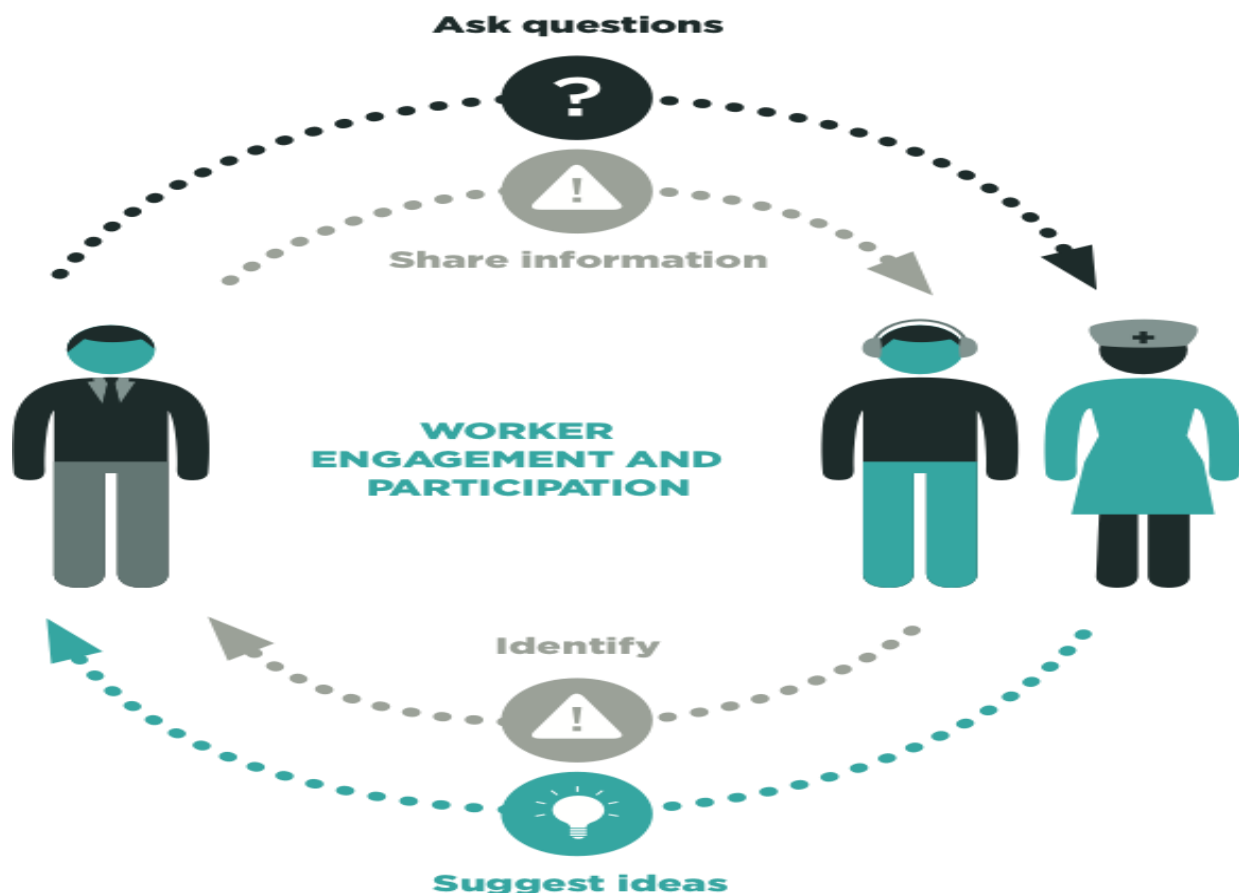


CHAPTER 1

INTRODUCTION

This chapter throws light on the concept of workers' participation in management and its impact on the productivity of the organization. Researcher has discussed the meaning and definition of workers participation in management, origin, procedure, characteristics, types, objectives, factors affecting, impact of WPM on the performance of employees, levels of WPM, benefits, disadvantages, forms, reasons for the failure of concept of workers' participation in management (WPM) in India, suggestions for making WPM effective in India and recommendations of second National Commission on Labour (NCL).

Diagram 1.1 The Concept of WPM



(<https://www.worksafe.govt.nz/managing-health-and-safety/businesses/worker-engagement-and-participation/worker-engagement-and-participation-fact-sheet/>)

1.1 MEANING AND DEFINITIONS OF WORKERS' PARTICIPATION IN MANAGEMENT (WPM)

The term “workers’ participation in management” refers to the involvement of workers in the decision making process of the organization by taking ideas, suggestions, opinions, views from the workers by the top level management. This make the workers feel valuable in the organization so that they work with full dedication and efficiency in the organization. This motivates them and helpful in increasing the productivity of the organization. Workers’ participation is also known as ‘Labour participation’ or ‘employee participation’ in management. In Germany it is known as co-determination while in Yugoslavia it is known as self-management (<https://www.whatishumanresource.com/workers-participation-in-management>). The issues discussed here are related to wages, working conditions, health issues, conflict solvency, sharing of gain, production related matters, allowances, incentives and other benefits, etc. Article 43A of the constitution of India deals with the workers’ participation in the management and this comes under DPSP (Directive Principle of State Policy) (<https://www.google.com/amp/s/blog.ipleaders.in/understanding-significance-workers-participation-management/%3Famp=1>).

The concept of WPM is based on the Elton Mayo’s Human Relations approach. This approach gave greater emphasis to human resource instead of physical resources. It refers that management should recognize that workers are essentially social beings and not merely money producing machine (Singla, 2021).

According to Keith Davis, “Workers’ participation is the mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share in responsibility of achieving them”

(<https://www.economicsdiscussion.net/management/workers-participation-in-management/31635>).

1.2 ORIGIN OF WPM IN INDIA

The stages are divided in two phases:

1. Before Independence

2. After Independence

- I. Before Independence:** Around 1920, the concept of workers' participation in management had introduced by Mahatma Gandhi in India. Textile workers and employers were agreed to resolve the conflicts between them through joint participation in Ahmedabad. In 1958, TISCO (Tata iron and steel company), Jamshedpur formed some committees for participation of workers in various matters related to the organization.
- II. After Independence:** The concept of WPM also gained importance after the setup of INDUSTRIAL DISPUTES ACT, 1947. The industrial policy resolution of 1948 also favoured the participation of labours.

1.3 PROCEDURE OF PARTICIPATION

The following steps are to be followed during participation:

1. The first step is to ascertain the objectives for participation. Objective is very important to decide that why the organization is involving workers in participation.
2. The next step to decide the number of participating members from each side. That is from the managerial level and workers' level.
3. After deciding the number of members, the quorum and frequency of meeting is also be decided. Quorum means the minimum number of members to be present in the meeting for its validity.
4. At this step, the agenda for meeting is to be decided.
5. After that, the notice for meeting is to be given to both the parties. The notice can be in written or in oral form depending upon the organization, how it wanted to convey.
6. At the next step, the agency is to be decided who will record the minutes of meeting. Recording is very important for future reference and to solve disputes. Moreover, the person involving in recording of minutes should be a responsible person.
7. At this step, the matter should be discussed in meeting and corrective actions are to be taken accordingly.
8. It is the last and final step. At this step, the committee takes final decision after hearing the opinions of members of both the parties and takes the final decision. The final decision of the committee have to be accepted by both the parties.

1.4 CHARACTERISTICS OF WPM

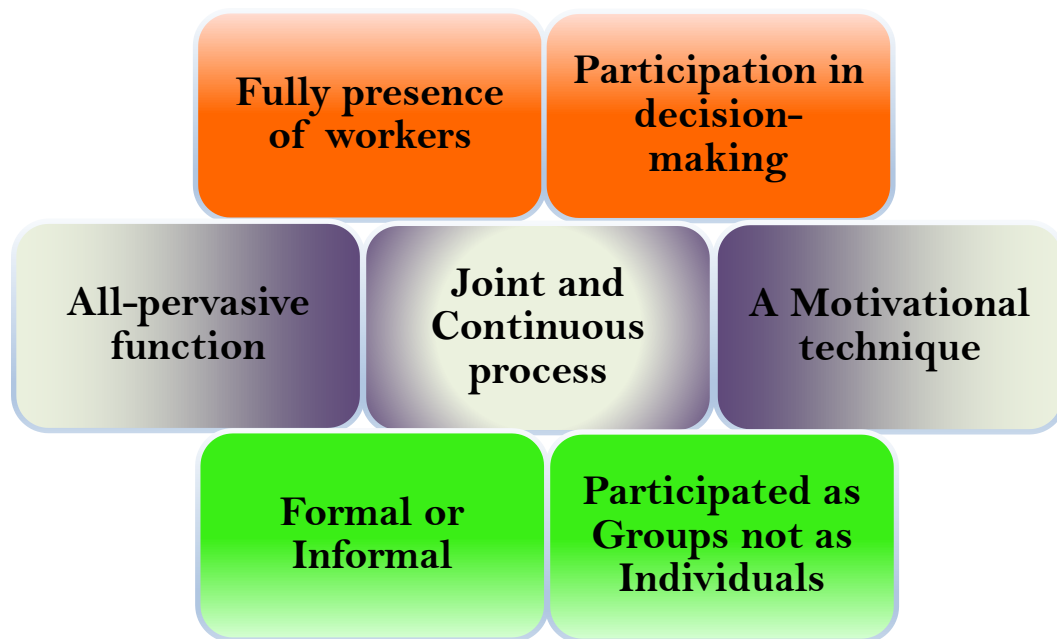


Diagram 1.2 Characteristics of WPM

- A. Fully Presence of Workers:** It means that the workers are fully present. It means that they are mentally and emotionally involved rather than just physical presence.
- B. Participation in Decision Making:** Through WPM, the workers participated in decision making of the organization. At the highest level of participation, the workers have full authority to take decisions. Participation presumes willingly acceptance of work related responsibilities by the workers of the organization.
- C. All-Pervasive Function:** Workers participation is an all-pervasive function, that is, it is performed by the managers at different levels in the organization.
- D. Identification of own Abilities:** Through participation, the workers find their strengths and weaknesses and can improve them in the future.
- E. Feels Valuable:** Through participation in management work, the workers feels valuable and connected to the organization.
- F. Joint and Continuous Process:** It is a joint and continuous process. Through participation, the workers and employers jointly participated in the decision making of the organization.

- G. A Motivational Technique:** It motivates the workers and helpful in increasing the morale of the workers.
- H. Opportunity for Workers:** This opportunity gives the lower class workers a platform to show their abilities in front of the top level management. Through it, the workers having leadership skills can be found out.
- I. Formal or Informal:** There can be formal or informal type of communication.
- J. Participated as Groups not as Individuals:** The workers participated as groups not as individuals.

1.5 TYPES OF WPM

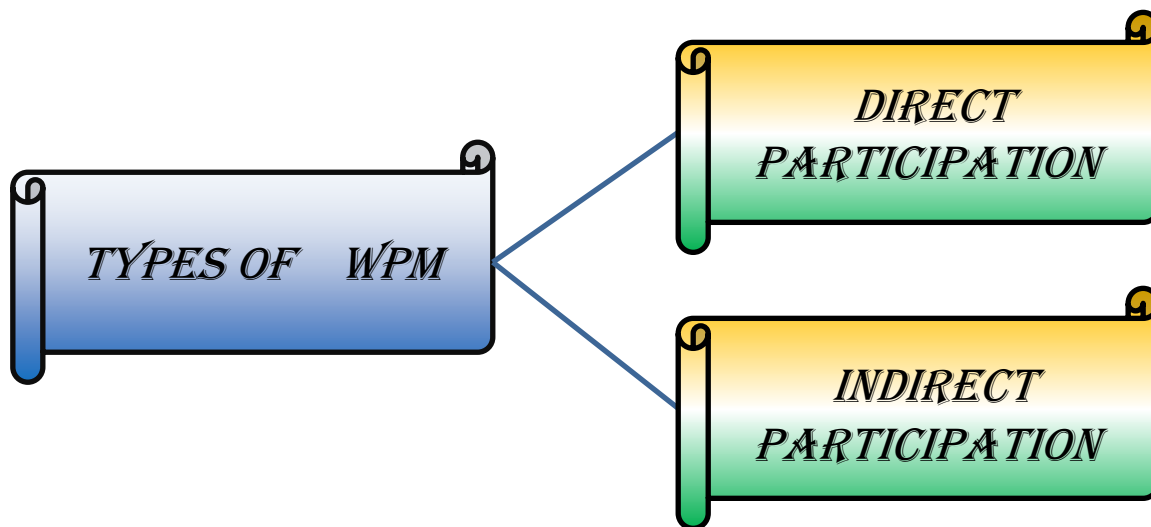


Diagram 1.3 Types of WPM

There are two types of workers' participation:

- I. Direct Participation:** Under this type of participation, the workers/workers directly involved in managerial decision making process. There are no middlemen involved between the employee and management in the form of representatives. Under this type, the workers directly present their problems in front of management.
- II. Indirect Participation:** Under this type, the workers participate through their representatives or official bodies. Here, the workers involved but indirectly. The workers present their problems to their representative and then the representative discuss that issue with the management.

1.6 OBJECTIVES OF WPM

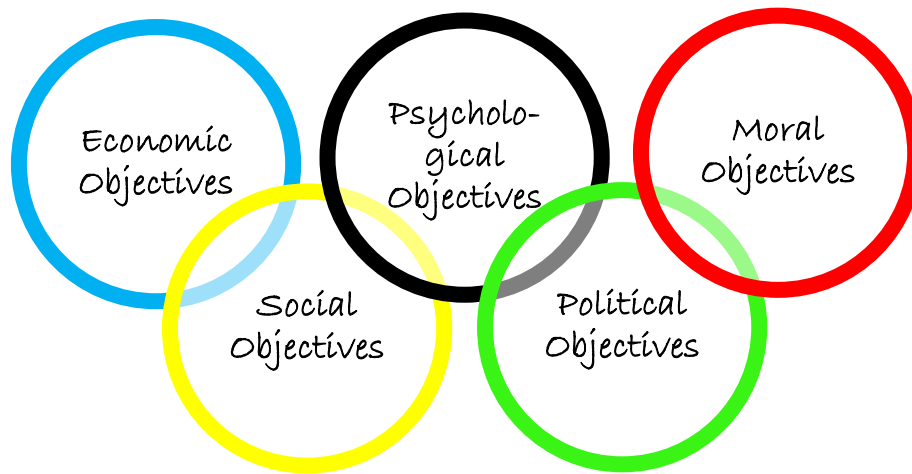


Diagram 1.4 Objectives of WPM

1) Economic Objective:

- To increase productivity of workers by improving cooperation between employer and workers.
- To increase the workers earnings.
- To decrease the rate of absenteeism and Labour turnover of the workers in the organization.

2) Social Objective:

- To enhance the status level of workers in the society, with due respect.
- To maintain healthy Industrial Relations.
- To have a positive impact of Environment.
- To promote Industrial Harmony.
- To have a Growth with goodwill.

3) Psychological Objective:

- To change the attitude of workers towards organization.

- To make workers feel that they are an important human asset for the company.
- To enhance decision making skills.
- To make them a responsible employee.
- To improve the inputs for the production process.

4) Political Objective:

- To establish industrial democracy by giving them rights at the workplace. Political democracy gives the workers the right to participate in the governance of the country (<https://www.businessmanagementideas.com/management/workers-participation/objectives-of-workers-participation-in-management/20552>).

5) Moral Objective:

- To develop workers' personality.

1.7 FACTORS AFFECTING/ INFLUENCING WPM

A. Career Development Programme- Career development programme is one of the factors contributing to the involvement of workers. Many companies are investing both time and money for their employee development at the workplace and improve their career and it is the opportunity to learn new skills and knowledge on the job (Vijayashree and Chandran, 2019).

B. Cultural Diversity- Cultural diversity refers to the differences in cultures of different people on the basis of caste, religion, race, gender, age, etc. Workers from different cultural backgrounds brings different benefits for the company and their abilities can be utilized in facing adverse situations.

C. Communication Factor- Communication is another factor that influences the workers' participation in management. Through involvement, the communication skills of the workers can be improved within the company and thus helping them in their personality development.

D. Health and Safety- It is also an important factor. Every organization must frame policies for the health and safety of their workers because everyone life is precious. This factor also influences the involvement of workers.

E. Job Satisfaction- It is another important factor. Engaged workers remains always satisfied. Therefore, it is very essential for an organization to see to it that the job given

to employee matches his career goals which will make him enjoy his work and he would ultimately be satisfied with his job (**Patro, 2013**).

- F. Time Flexibility-** Another important factor is the flexibility of working hours. It means some changes can be introduced in the working hours as per the convenience of working parents to drop and pick their children from school.
- G. Job Designing-** This factor is also important. Job designing is a process of defining how work will be performed and what tasks will be required in a given job.
- H. Fair Pay Structure-** It is a very important factor of workers participation. Salary is a sensitive issue for every person working in the organization. So the discussion on this topic also influences the workers for involvement.
- I. Incentives and Compensation-** If sufficient incentives and compensation are to be provided to the workers on time then the level of workers' participation is high. So, this factor also influences the workers participation in management.
- J. Bonus Factor: Manager Working Relationship-** This factor is the most important factor influencing workers' involvement. Those days has gone when the workers are satisfied just with the pay only. Everyone needs money to survive, but people would rather wake up happy to go to work than dragging their feet and counting down to the time they can head home (<https://inside.6q.io/10-factors-contributing-employee-engagement/>).

1.8 IMPACT OF WPM ON THE PERFORMANCE OF EMPLOYEES

The concept of WPM has a significant impact on the performance of employees which are as follows:

- ★ It leads to an increase in the productivity.
- ★ It leads to better product quality.
- ★ It boosts the confidence of employees.
- ★ It leads to better flow of communication.
- ★ The employees remain satisfied with their job.
- ★ It leads to overall personality development of employees.
- ★ The employees feel more valuable and as a result, more committed to job.
- ★ The employees remain more aware of organizational policies.

1.9 LEVELS OF WPM

There are 05 levels or stages of WPM which are the following:

1. It is the first stage called Informative Participation. Here, the employees are just to be informed about the change in policies, rules or regulations of the organization.
2. It is the second stage called Consultative Participation. Here, the workers can give advice or suggestions and it is on management to implement them or not.
3. It is the third stage called Associative Participation. Here, the management is morally bound to implement the suggestions.
4. It is the fourth stage called Administrative Participation. Here, the workers get more power in the authority & responsibility of management functions.
5. It is the fifth and last stage called Decisive Participation. It is the highest level of workers participation. At this level, the workers get equal power to that of management.

1.10 BENEFITS OF WPM

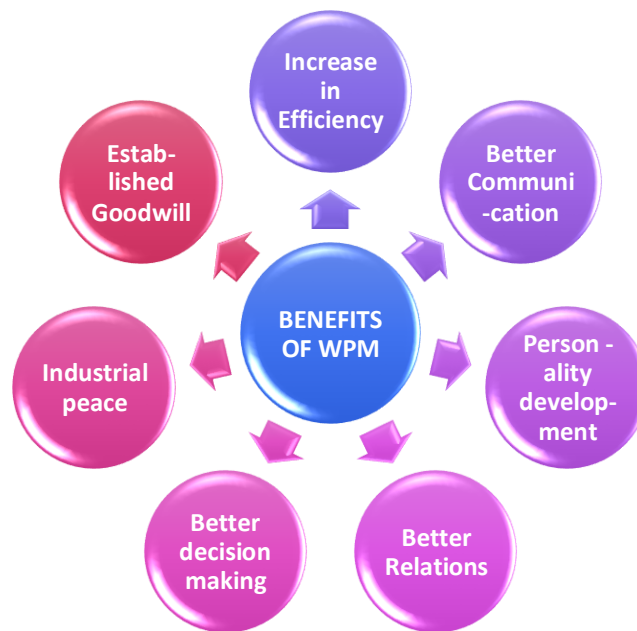


Diagram 1.5 Benefits of WPM

1. Helpful in increasing the efficiency of the workers.
2. Better communication and reduces misunderstanding.
3. Reduces fear of insecurity.
4. Changes can be easily adopted.

5. Leads to personality development of the workers.
6. Helpful in establishing better relations between workers and top level management.
7. Increases goodwill of the organization.
8. Increases production of the organization.
9. Helpful in taking better decisions.
10. Effective decision making by the workers.
11. Increases creativity and innovation of the workers.
12. Positive work environment prevails in the organization.
13. Establishment of industrial peace in the organization.

1.11 DISADVANTAGES OF WPM

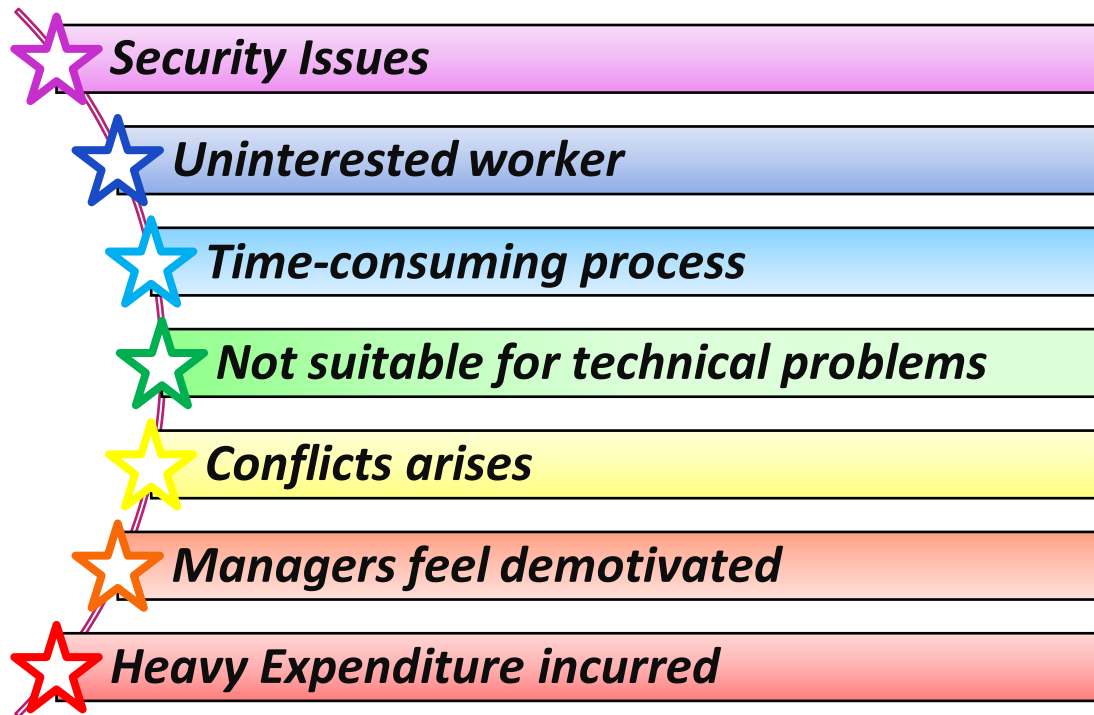


Diagram 1.6 Disadvantages of WPM

- I. **Security Issues:** The security issue in participative management also arises from the fact that since early stages too many people are known to lots of facts and information. This information may transform into critical information in the later stages. There is thus a greater apprehension of information being leaked out (Verma, 2017).

- II. Cannot be Withdrawn Once Started:** Once a precedent of participation is established, withdrawal of the right to participate becomes difficult.
- III. Uninterested Workers:** Not all workers have so much interest in the overall success of the company. Workers may not have strong desires for creativity and achievement.
- IV. Time-Consuming Process:** It is really a very time consuming process. Taking suggestions and ideas from the workers and implementing them in our decisions after deep analysis is a time consuming task.
- V. Not Suitable for Technical Problems:** Workers may not give suggestions on technical problems. Because the educational background of the lower level workers are not so good so they can't give solutions on technology related problems.
- VI. Heavy Expenditure is incurred:** Heavy expenditure is incurred on the retraining of workers and managers. And this can't be guaranteed that these employees will permanently stay in the organization. Once they get better offer, they will not be hesitated in leaving the organization.
- VII. Dishonest Workers:** Workers can present false interest. Not all workers feel committed in doing their best for the organization.
- VIII. Conflicts Arises:** Conflicts can also arises in taking decisions if the supervisor rejects the advice of the group. Some persons may have ego problems and to satisfy their ego, they stick at their decision. Thus, conflicts arises.
- IX. Weakens Trade Unions:** Objections may come from trade unions as this concept weakens the power of trade unions.
- X. Managers Feel Demotivated:** Managers may feel that the company doesn't have faith in their decision making ability. And as a consequence they feel frustrated and demotivated.

1.12 FORMS/ WAYS/ METHODS OF WPM

The various ways of workers participation in management are the following:

- 1) **Participation through Ownership:** Under this form, the workers are sold the shares of the company at lower prices thus making them the shareholders of the company and a part of management.
- 2) **Participation through Complete Control:** Under this form, complete control is given to workers to manage directly all aspects of work through their representatives. Yugoslavia is following this concept of self-management.
- 3) **Works Committee:** The Industrial Disputes Act, 1947 states that if there are 100 or more than 100 workers working in the organization then it is mandatory to form works committee and this committee must have equal level of representatives. It means there are equal number of persons from the sides of workers and management in this work committee. The basic motive of this committee is to establish better harmonious and peaceful relations between workers and management.
- 4) **Joint Management Council:** This council was first introduced in 1958. This council is advisory in nature that means the workers can only give advice but the final decision is of management. It is consultative in nature and has equal level of representatives. The matters discussed here are related to working conditions, indiscipline, reduction of absenteeism, etc.
- 5) **Collective Bargaining:** It is also a form of workers participation in management. Collective bargaining is a negotiation process between employers and employees regarding terms and conditions of employment. Under this form, the trade unions and management together discussed on the issues related to worker.
- 6) **Suggestion Schemes:** Different schemes are to be made for the workers participation in an organization so that they can give their suggestions to management.
- 7) **Quality Circles:** It is a group of six to twelve people who meets regularly on weekly basis to discuss and solve issues related to productivity, marketing, organizational growth etc. It is also a way of workers participation in management.
- 8) **Total Quality Management:** The main aim of TQM is to satisfy its customers. This form involves the complete participation of workers at all levels to improve the quality of the product. Thus it involves a greater level of workers participation.

- 9) **Board of Representation:** Under this form, representatives are chosen from a group of workers and these representatives present the issues of workers in front of the board. Thus it is also a form of workers participation.

1.13 REASONS FOR THE FAILURE OF THE CONCEPT OF WPM IN INDIA

- A. **Unclear Concept:** Unable to understand the concept of WPM.
- B. **Opposed by Employers:** This concept is opposed by employers. They think that participation will take away their right to manage from them. So, the employers are not willing to share their power which is one of the reasons of failure of WPM.
- C. **Improper Implementation:** Improper implementation of schemes which leads to dissatisfaction among workers.
- D. **Illiterate Workers:** The workers of India is generally illiterate. They are generally less educated in comparison to management. So in the absence of education, they are not able to participate actively in the decision making process.
- E. **Lack of Trust:** There is lack of trust and committed spirit between the parties.
- F. **Weak Trade Unions:** The other reason for its failure is the absence of Strong Trade Unionism. It makes the WPM scheme ineffective.
- G. **Incompetent Workers:** There is incompetency of workers and sometimes the ideas presented by workers are not accepted by management so the workers feel frustrated, demotivated and become uncooperative.
- H. **Lacks Initiative:** Workers also lack initiative and self-confidence in participating in management decision making process.
- I. **High Workload:** Heavy burden of workload also stop the workers from participation.
- J. **Stereotyping:** The feudalistic concept of the master and the servant is still prevalent among industrial workers, especially in India. Workers have an innate feeling that they are born to serve and not to rule so participative management is of little interest to such workers

(<https://www.googlesir.com/limitations-and-obstacles-of-workers-participation/>).

1.14 SUGGESTIONS FOR MAKING WPM EFFECTIVE IN INDIA

1. **Cooperation with Workers:** Management should cooperate with workers in sharing information.

2. **Faith in System:** Management and workers must have genuine faith in the system.
3. **Proper Training and Education Programmes:** Since the workers are not much educated so proper training and education programmes are to be conducted in the organization for enhancing knowledge and skills in the workers.
4. **Motivating Workers:** Workers should be motivated to give their ideas and suggestions and to increase the level of participation.
5. **Proper Awareness Programmes:** Proper awareness programmes are to be conducted so that both the parties become aware of the concept and benefits of WPM.
6. **Appreciating Workers:** The management should appreciate the ideas of workers even if these ideas are not to be implemented so that the workers don't feel demotivated.
7. **Fair Chance to Everyone:** The management should give equal chance to workers for representing their ideas. There should not be any kind of discrimination on the basis of favoritism etc.
8. **Better Communication:** The method adopted for participation should be according to the working environment. The communication between workers and management should be effective and both the parties should respect the decision taken at the end.
9. **Optimistic Approach:** Both the parties should have positive attitude towards this process.
10. **Less Workload:** The workload should be reduced and few as much as required so the workers can freely participate.
11. **Monetary and Non-monetary Incentives:** There should be provisions of monetary and non-monetary incentives for workers to encourage them for active participation.

1.15 RECOMMENDATIONS OF SECOND NCL (NATIONAL COMMISSION ON LABOUR)

The second National Commission on Labour (NCL) was setup on 15 October 1999 under the chairmanship of Ravindra Verma which submitted its report to the then Prime Minister Atal Bihari Vajpayee on 29 June, 2002. It was in favour of setting up wages boards for fixing wage rates for workers in the organized and unorganized sector.

Recommendations:

- I.** It recommended that the central and state government should have a uniform policy on holidays, only three national holidays be gazetted- Republic Day, Independence Day and Gandhi Jayanti Day.
- II.** The working hours should be flexible as per the convenience of workers like there is late opening of industries during the winter season and the workers should be compensated for overtime.
- III.** Tried to change the time period in all jobs.
- IV.** The commission also recommended that those workers who are at highly paid jobs and presently deemed as workman category are to be excluded from the list of workman category and included in the proposed law for protection of non-workmen.
- V.** It also recommended to keep all the supervisory personnel, outside the rank of worker irrespective of their wages/salary and keep them out of the area of Labour law meant for workers.
- VI.** It also recommended that administrative, managerial, supervisory and other excluded from the category of workmen.
- VII.** It also recommended that a single law called “THE LABOUR MANAGEMENT RELATIONS LAW” or “LAW ON LABOUR MANAGEMENT RELATIONS” is to be made by consolidating the Industrial disputes Act,1947, The Trade Union Act,1926, Industrial Employment(standing order) Act,1946, Sales Promotion Workers (conditions of service) Act,1976.
- VIII.** Any establishment cannot be regarded as “small enterprise” having nineteen or more workers.
- IX.** It also recommended to use the gender neutral expression ‘worker’ instead of using ‘workman’ so that the female worker may not feel inferior.
- X.** Law will apply equally to all such establishments.
- XI.** If any member having support of more than 50 percent of members of trade union enter into a settlement then it must be binding on all workers.
- XII.** It also recommended the withdrawal of essential services maintenance Act.
- XIII.** Commission also stated that recognition once granted should be valid up to 4 years.

CHAPTER 2

LITERATURE REVIEW

One of the important part of research is review of literature .It gives us a brief idea about the areas of research where the work has been done and which areas are yet to be explored. Researcher has tried to discuss the detailed review of literature related to Workers participation in management in this chapter. Researcher has taken an overview of the studies done by other researchers for the role of workers participation in management in India as well as foreign countries. The study is related to the participation of workers in management of company and how productivity is affected by it. Researcher have also found out some gaps from the literature review and presented it in the last section of this chapter. These gaps are mainly used to decide the objectives of the current research. On the basis of research papers, following is the literature review:

2.1 REVIEW OF INDIAN STUDIES

Murarka *et.al* (2021) conducted a study on worker's participation in management practices to deal with uncertainty in industrial relations – A theoretical framework. Researchers came to know that the workers involved in decision making process gives favourable results to the organization. If the workers are involved in decision making, it would not only benefitted the company but the workers as well. Workers involvement is very helpful in maintaining good industrial relations. Workers involvement is also helpful in facing different types of uncertainties whether strategic, structural or job related. These uncertainties can also be due to adaptation of latest technology or due to Covid-19 pandemic. So by involving the workers in management work, their doubts are cleared and gives better results. Those workers felt more secure about their jobs who are involved in the decision making process of the organization or in organizational communication. It is a qualitative study and data is collected from secondary sources like Emerald, Scopus, J-stor, and Google Scholar. Books, articles and the company reports are also used for collecting information. So it can be concluded that the workers participation should be increased in order to strengthen

Employer-employee relations and to face uncertainties. It increases the morale of employees and helpful in establishing industrial peace and harmony.

Chanana and Sangeeta (2020) conducted a study on employee engagement practices during COVID-19 lockdown. This study focuses on the employee engagement activities during the time of pandemic. The lockdown was imposed for the stoppage of COVID-19 from spreading. The severe respiratory disease appeared in Wuhan was related to a seafood market in Wuhan, China. Researchers found that organizations practicing family engagement during lockdown, that means keeping their child engaged while parents are working in lockdown. During lockdown, organizations try to build stronger communication, appreciating them from time to time, engaging them by learning and development activities, online team building activities, online webinars with experts of industry, team meeting through video conferencing, live sessions for new skills development, online counselling sessions, webinars dealing with psychological pressure like anxiety and stress, providing online sessions for routine exercise and meditation, sharing health tips, e-learning activities and other creative learning sessions. Data is collected from secondary sources like online articles, blogs and newspaper. The data related to COVID-19 is collected from the reports of World Health Organization. Thus, it can be concluded that employee engagement activities keep them motivated, committed and satisfied during tough time in a lockdown. Engaging employees is very essential in pandemic situation like COVID-19.

Pagar and Yadav (2020) conducted a study of scheduled castes and scheduled tribes' workers participation in private sector in Nasik city in Maharashtra. Under this research, the conditions of the workers of socially disadvantaged sections in industrial area is to be studied. Researchers found that the workers belongs to SCs and STs work at lower positions in the private sector. The working environment is also different for the employees from different social positions. Researchers came to know that the workers from SCs and STs are allowed to participate like representation in trade union but at a lower level. It is found that 12% of the respondents are not placed on a proper job. 46% of the respondents said that their company allow SCs and STs in the decision making process while 37% respondents said that their company sometimes allow them and the remaining 17% said that the company never allow them. Probability sampling method is used. There are total 350 respondents. Primary data are collected with the help of respondents and secondary data was collected from the books, journals, international reports and from the Internet. Thus, it can be

Concluded that every worker should be given fair chance in participation as every worker is an important asset for the company. The management should try to encourage and motivate these workers from time to time. The government should also laid emphasis on the proper implementation of educational policies made for these workers to enhance their skills and literacy level. Proper training is to be provided to them to boost their confidence level.

Vijayashree and Chandra (2019) conducted a study on employee participation and organizational culture in Chennai city. Researchers came to know that for the growth of organization, participation of employees is important. But at which level, the employees will participate, depends completely on the organization. According to this study, few companies only permit their employees to engage in their decision making process and management process. Involving employees in their management process enhances their job satisfaction level and productivity level. Employee participation establishes a strong bond between management and employees and is one of the influencing factors of job satisfaction. Moreover, the communication gap between employer and employee can be reduced by employee participation. In order to encourage employees, the organization conduct meetings and training programmes. And as a result, industrial peace and harmony is established. It will be very helpful in achieving organizational objective and increasing productivity. The primary data is collected from 50 employees through questionnaire who are working in different companies and the Secondary data is collected from articles and internet. A master table is formed for data analysis. Chi-Square test and one way ANOVA method is used in this study. A 05 point Likert scale is used for rating employee participation. Thus, it can be concluded that employee participation is very important for any organization. Higher the level of participation, higher will be the motivation level and will lead to the faster growth of the company.

Shree and M (2019) conducted a study on the impact of employee engagement on employee's performance in Bengaluru. Researchers found that employee engagement has a great impact on the employees as well as organizational performance. Engaged employee refers to the one who is fully enthusiastic and dedicated at work. Thus, it can be rightly said that engaged employees are the ambassadors of organizations. Through engagement, the workers remain satisfied and retained in the organization for a long time. It also results in the annual increase in the profitability and productivity of the organization. The sample size is of 100 workers. Both the primary data and

secondary data are collected during the study. Primary data is collected from questionnaire and interviews. Secondary data is collected from the journals and online sources. The study used is Descriptive Research Design. SPSS (Statistical Package for Social Science) software is used for data analysis. Mean and Correlation test are also used during the study. Thus, it can be concluded that employee engagement is very important for employee development. Thus, any organization requires a perfect blend of commitment, efforts, time, training and performance to craft a successful organization. Thus, employee engagement enhances the employees' performance.

Vasani and Pillai (2019) conducted a study on employee engagement and their impact on employee performance in Gujarat, India. Under this study, the factors affecting employee engagement like compensation, health and safety, salary increment, performance of the organization, training, career, etc. are also to be studied. Researchers found that employees are highly satisfied with the overall compensation given in the organization. Employees are awarded regularly for doing good work. Employees receive increment after good performance. Employees are satisfied with their working conditions. A well-structured questionnaire is used during the study. The data is collected from the targeted employees of manufacturing organization. Convenience sampling method is used. The total sample size is 100 employees. A 5 point Likert scale is used during the study. Statistical software, SPSS is used for data analysis. Other statistical techniques like Cronbach's alpha, Kolmogorav-Smirnov test and cross tabulation method is used during the study. Thus, it can be concluded that employees are fully satisfied with the overall performance of the organization. All the factors influencing employee engagement affect the employee performance in the positive direction in the company, thus leading to success of the organization.

Abirami and M (2017) conducted a study on worker's participation in management with special reference to Export Industries in Karur, Tamil Nadu. Researchers came to know that through WPM, the relationships between employer and employee became better. The meaning of WPM is different for different persons. For management, it refers to a joint consultation before final decision making. For workers, it refers co-determination in taking final decisions. For trade unions, it is a way of maintaining social relationship. For government, it refers to an association of Labour with management in final decision making. The research design is descriptive in nature. For the study, a sample of 150 workers is taken from export industries in Karur District. Convenience

sampling method is used to collect the data from the respondents. Both the primary and secondary sources are used for the collection of data. Primary data is collected by interviews and the secondary data was collected from magazines, books and websites etc. The simple random sampling method is used. Percentage analysis, Chi-Square test and correlation analysis methods are used for the analysis of data. Thus, it can be concluded that Workers participation is very important in today's world to gain competitive advantage. It promotes industrial peace and harmony in the organization.

Pahuja (2015) conducted a study on workers participation management in India. Researchers came to know that the role of worker participation in management is very important for the growth and development of the organization. Some countries like England, USA, Sweden and Germany etc. have done a lot of research in this field and supported the significance of workers participation in management. In India also, the concept is growing with the passage of time. Researcher has observed and shown the steps of direction of growth of workers participation in management in India. The stages are presented in two parts- before and after independence. He laid emphasis on 03 researches and conclude the positive approach towards workers participation in management. The researcher shows that the workers participation management is significant for increasing productivity in the organization. This study is descriptive in nature. The data collected is secondary in nature and collected through websites and from few books. Thus, it can be concluded that higher the level of WPM, higher will be the productivity.

Sengani (2015) conducted a pragmatic study on workers participation in management. Researcher found that workers involvement in decision making is an essential element of establishing industrial peace. Through participation, the workers become motivated and ready to accept the technological and other changes made to improve the competitive position of the company. Workers participation helps in reducing industrial disputes and improving workers loyalty. It is found that 67.8% of the respondents agreed that workers participation in management helps in achieving profit maximization. Both the primary and secondary sources are used for the collection of data. Primary data is collected by questionnaire and secondary data is collected from journals and magazines. Convenience sampling method is used for the study. The study is conducted by choosing staff members of PepsiCo India holdings Pvt. Ltd, Coimbatore, a city in Tamil Nadu. There are total 150 members chosen for the study. Chi-square and correlation method are used

during the study. Thus, it can be concluded that workers participation leads to better relationships, better performance, increase in productivity and industrial harmony.

Bedarkar and Pandita (2014) conducted a study on the drivers of employee engagement impacting employee performance. Researchers find that employee engagement is an emerging concept in today's world and very helpful in gaining competitive advantage in difficult times. It is also observed that the drivers played an important role in effective employee engagement. So for the study the three drivers of engagement are to be focused on and these are communication, work life balance and leadership. Employee engagement has a deep connection with effective leadership. It is the bond between the leader and the employee which induces the employee for participation. Work Life Balance refers to the satisfactory level of involvement between the multiple roles in a person's life. It includes flexible working hours, family leave programs, proper time given to personal and official life, etc. It is a crucial factor for employee engagement. Through proper communication, any worker will feel motivated and committed to the organization. If they are satisfied at jobs then they will actively participate in the management decision making. Data for this research is collected from the internet sources and from different journal databases such as EBSCO, EMERALD, Elsevier and SCOPUS. Thus, it can be concluded that the employee engagement is not a one-time exercise but it is to be inculcated in the culture of the organization.

Thakur (2014) conducted a study on worker participation in management decision making within selected establishments in Uttar Pradesh, India. For this study, the researcher takes two work organizations in Uttar Pradesh (Flour Mills and Sugar Mills). Researcher found that the workers are not so much involved in the management decision making. It is observed that workers are highly interested in participation but the actual level of involvement is low. It is also observed that employees in Sugar Mills have higher involvement than those in Flour Mills. It is also found that educational qualification is also linked to participation in case of Flour Mill. The study is conducted between October 2012 and November 2013. Both the primary and secondary sources are used for the collection of data. Primary data is collected with the help of questionnaire and interview. Secondary data is collected from the company records, bulletins and other documents. There are total 227 members chosen for the study from two work organizations in Uttar Pradesh, namely, a Flour Mill and a Sugar Mill. Thus, it can be concluded that management in the Indian work enterprises is not in favor of giving the power to workers to get involved in decision making

process. Thus, efforts have to be made to change the negative attitude of management towards workers involvement in management decision making.

Veeraselvam (2014) conducted a study on workers participation in management at Private sector Company in Madurai, a city in Tamil Nadu. Researcher found that the relationships between employer and employee in the company is very strong due to workers participation. Management gives the necessary information to their workers from time to time and the Labour cooperate with full confidence and responsibility. It is observed that 48.2% of the respondents agree with the job satisfaction and 42.4% agree with the working conditions. The study is of descriptive nature. Simple random sampling method is used for collecting data. 85 members are chosen for the study from the total population of 425. Both the primary and secondary sources are used for collecting data. Primary data is collected by interviews. Secondary data is collected from the booklets, websites and the company reports. Percentage analysis, Correlation analysis, Chi-square test and one way analysis of variance are the tools used for data analysis. Thus, it can be concluded that the workers participation in management is recognized as a fundamental principle. Workers are to be encouraged to come forward and give their 100% in the organization.

Minz and G.D. (2013) conducted a study on workers' participation in management: Insights from a case study. It is an organizational case study research. This research is based on a single case of a steel manufacturing firm located in Eastern India. Researchers found that the different schemes of workers participation has proved to be successful in this firm while in other firms, it becomes a failure. For encouraging employees, different schemes are to be introduced in the organization for their effective participation. Both the primary source and secondary source is used for collecting data. The Primary data is collected with the help of a questionnaire and interviews. A five-point Likert scale is also used during the study. Secondary data is collected from organizational documents. The study is descriptive in nature. Thus, it can be concluded that for the successful implementation of schemes, the employees should have a spirit of participation among them. Moreover, any firm introducing such schemes of participation should take care of their successful implementation.

Singh and Siwach (2013) conducted a study on workers Participation in management as Ambivalence Approach: A study of sugar industry of Haryana. Researchers find that most of the employees of Sugar Mill are satisfied with the managerial decisions. The employees said that

Management have a good behaviour with them and treated them with respect at the working place. Workers also agreed that through WPM, their relationships became better. But a few workers also complained that supervisors mainly focuses on production related problems only. The workers also stated that they need a strong trade union to protect their interest and to empower them in managerial decision making. It is found that 98% of the respondents believed that it is helpful in establishing industrial peace and harmony, 92% are fully aware of the concept of WPM and 86% of the respondents attend all the meetings of the organizations. For the study, the sample size of 180 workers are taken. The study is conducted in off season so only the permanent employees are investigated. Primary data is collected by questionnaire and interviews. Simple arithmetic percentage method is used for data analysis. Thus, it can be concluded that although the workers are satisfied but the area is limited to general welfare and production activities only. Moreover, the workers and supervisors need proper training and counselling to give the benefits of WPM.

Kumar and Taunk (2012) conducted a case study of Workers' Participation in Management of National Thermal Power Corporation (NTPC) Ramagundam, Andhra Pradesh in India. Researchers find that there are various participative forums like production committee, works committee, recreation club committee and canteen committee that were in existence in NTPC. The membership pattern in these forums states that equal representation is given to both the management and workers. The workers can freely represent their views in the meetings. The study is descriptive in nature. Primary data is collected with the help of interviews from the workers, trade union leaders and managerial personnel. Statistical tools like average, percentage and Chi-square test are used for data analysis. A sample of 488 workers and 119 managerial personnel are selected randomly. Data is collected by observation and interviews. Secondary data is collected by records maintained in the organization. Thus, it can be concluded that the implementation of schemes of participation is effective in NTPC (Ramagundam) Andhra Pradesh.

Markos and Sridevi (2010) conducted a study on employee engagement: the key to improving performance in Andhra Pradesh. Researchers found that every organization must have their own strategies in order to keep their employees engaged. Under this research, there are 10 different strategies used which can be called 'the ten tablets'. For managerial employees, the work of employee engagement started from the first day through effective recruitment and orientation programme. The work of employee engagement should be started from the top with the help of engaged leaders. There should be two-way communication between management and workers.

The employees should be given satisfactory opportunities for their career development. The employees should have all the resources required to perform their jobs effectively, like material, financial and information resources. The employees should be given appropriate training for enhancing their knowledge and skills. There should be a strong feedback mechanism. There should be a reward mechanism in which better performance is rewarded through various financial and non-financial incentives. The corporate culture should have a positive impact on the working employees. The management should always focus on their top performing employees in order to maintain their performance. Thus, it can be concluded that Engaged employees gets emotionally attached to the organization and works with a great enthusiasm and resulted in better performance at the workplace. Employee engagement is closely related to the organizational performance and thus helpful in maintaining industrial relations.

2.2 REVIEW OF FOREIGN STUDIES

Mappamiring and Putra (2021) conducted a study on understanding career optimism on employee engagement: Broaden-Built and Organizational Theory Perspective. Researcher observed that the employee engagement have a great psychological impact on employees. As per the Broaden-Built theory, a person's positive emotions will influence the individuals to think broadly and openly to take every decision. Consistency and positive attitude in a career induce a person's career optimization in a positive direction. Individual encouragement played a better role to motivate employees so that they see organization as a workplace and work with full enthusiasm. It is the career prospects which distinguishes every employee from another in the organization. So every organization tried to make efforts to associate individual goals with the organizational goals. The research was conducted in Indonesia involving 200 lecturers of which 113 were females and 87 males in various public and private universities through random sampling method. Data was collected through questionnaire in offline and online mode. Likert scale was used for giving weights. PLS-SEM- based quantitative analysis method was used. SPSS software was used during the study. Thus, it has been concluded that career optimism is a significant factor for employee engagement.

Sungmala and Verawat (2021) conducted a study on the impact of employee engagement on employee performance: a case study of multinational corporations in Thailand. Researcher

observed that workers engagement affected their performance strongly. They also find that engaged employees are more dedicated to their work, perform better at jobs and remains motivated and creative always, thereby supporting in the achievement of organizational goals such as greater innovation and enhanced competitiveness. Researchers found that there exists a positive relationship between engagement and productivity. Engaged employees tend to offer better quality customer service. Thus, the engagement-performance relationship is strong for the employees working at Thailand-based MNC divisions. The researcher has conducted this study as a quantitative survey study. A questionnaire was used to collect data from respondents and allow for quick data collection from a large sample. The questionnaire was developed for this study. The Survey items include basic demographic questions like gender, age, education level, and marital status, etc., and some questions regarding the four performance outcomes which are growth, achievement, contribution, and customer satisfaction. A survey methodology was used for the study. There are total 423 employees of MNCs engaged in filling data in questionnaire. The data analysis was done by linear regression method. The data analysis was done by using SPSS software to produce descriptive statistics (frequencies and percentages for demographics, engagement rates, and performance factor ratings) and inferential statistics. The strongest effect was to be found out for achievement factor (0.899). Thus, it has been concluded that employee engagement is an important and strong factor that affects the individual performance of employees of Multinational Corporations. This implies that companies should make efforts to promote employee engagement so as to achieve organizational goals.

Abba and Hamid (2020) conducted a study on Employee participation in Organizational Decision Making as a Motivational Factor for Building High Performance Work System in an Organization. Researchers found out how the Managers perceive the practice of employee participation in decision making in their respective organizations. The research conducted with the help of three firms with high financial and productive capacity. For this, they take three companies- The Flour Mills of Nigeria PLC, Dangote Group PLC and Dufil Prima Foods Nigeria PLC (public limited company). They found that among the three PLC there are no employees at the Board level. Moreover, there is no self-management or complete control in any of the companies. They found that in Dangote Group PLC, 15 employees out of 50, agree that employee participation in decision making in the organization is enough to motivate employees towards high performance. In case of Flour Mill of Nigeria PLC, 12 respondents out of 40 agree that the level of employee participation

in decision making in the organization is enough to motivate employees towards high performance. In case of Dufil Prima Foods Nigeria PLC, 06 respondents out of 30 agreed. From the total respondents of all three companies, only 33 respondents out of 120, are of the opinion that the level of participation in decision making in the organizations is enough to motivate employees towards high performance. Statistical tools like standard deviation, mean, regression analysis, and chi-square are used for data analysis. A five-point Likert Scale is used during the study. The primary data is collected with the help of questionnaire and interviews. Data was analyzed using the IBM Statistical Software for Social Science (SPSS) version 20. Correlation and regression method are also used during the study.

Odero and Makori (2018) conducted a study on employee involvement and employee performance: the case of part time lecturers in Public Universities in Kenya. Researcher finds that there exists a strong relationship between employee involvement and employee performance. This was verified with the help of survey method. 60 part time lecturers were chosen for survey from the 4 public Universities in western region of Kenya. The stratified sampling technique was used. Primary data were collected with the help of a questionnaire from the respondents. The data were analyzed by using SPSS (Statistical Package for Social Science) software Version 21. Percentages, mean, Pearson correlation and regression analysis method were used during the study. A 05 point Likert scale was used during the study. About 44.2% of the total variance in employee performance is related to the employee involvement of the part time lecturers in public Universities. Thus, it can be concluded that employee involvement have a significant role in enhancing the performance of the employees. Moreover, the Universities should encourage the introduction of a perfect participation program amongst their employees in order to increase their awareness level and to motivate them.

Oyebamiji and Florence (2018) conducted a study on influence of employee's participation in decision making on organization performance: a study of Ibadan State University of Technology (LAUTECH) teaching hospital, Ogbomoso, Oyo state, Nigeria. Researcher analyzed that the level of employee participation in decision making is below expectation in LAUTECH teaching hospital, Ogbomoso. The employees are not given fair hearing in issues resulting in poor performance of them as well as organization. It is also being observed that the types of employees' participation have a positive relationship with the organizational performance. Out of the total

population of 800 staff members, 205 respondents were selected through random sampling method from the LAUTECH teaching hospital, Ogbomoso, Oyo State, Nigeria. A well-structured questionnaire was prepared to collect data from respondents. About 165 (80.5%) respondents out of 205 agreed that the level of employee's participation in decision making is below expectation. Thus, it can be concluded that involvement of employees in decision making is very significant in organizational performance. So, the organization needs to take immediate steps to improve employee's participation like making appropriate policies for participation, making aware about the concept of WPM, etc.

Thevanes and Dirojan (2018) conducted a study on impact of training and job involvement on job performance. Researcher finds that training and job involvement highly contributes in enhancing job performance. The basic motive behind training is to increase the employee's knowledge, skills and abilities which are required to perform the job efficiently. So the company has to consider more about providing the training to all employees resulting in job satisfaction, organizational commitment, and reduction in absenteeism and better career development. Job involvement also enhances the performance level of employees. It was observed that highly involved employees have an optimistic approach and helps the organization in the achievement of objectives. The data for the study were collected from a Telecom company in Batticaloa district in Srilanka. The total population of this study was 137 employees and out of it, 107 employees were selected for this research. Disproportionate stratified sampling method was used. The data were collected through primary source. A well prepared questionnaire was made containing questions related to training, job involvement and job performance and the data were filled with the help of respondents. The correlation and simple linear regression analysis method were used during the study. Thus, it has been concluded that there exists a positive relationship between training and job performance as well as between job involvement and job performance. Training and job involvement play a significant role in determining the job performance of employees.

Osborne and Hammoud (2017) conducted a study on effective employee engagement in the workplace. Researchers find that one of the essential element behind effective employee engagement is the relationship between leaders and employees as a result of which organizational profitability increases. Every business leader must make efforts to engage employees. When the employees are not feeling motivated at workplace then this results in poor job performance of

employees and the consequences are to be faced by the companies in the form of huge annual losses. Disengaged workers costs approximately \$350 billion annually in the U.S. corporations. The main objective of this study was to explore the strategies for effective engagement of employees to increase organizational profits. The target population consists of 4 leaders in Jackson, Mississippi, U.S., having at least 1 year of successful employee engagement experience. Interviews were conducted for collecting data. The NVivo 11 software was used data analysis. Thus, it can be concluded that the leader must establish a good bond with employees as a strategic objective. Proper rewards and recognition system should be there.

Sylvester *et.al* (2016) conducted a study on organizational change and employee rate of participation in company's decision making in selected food and beverage manufacturing firms in south east, Nigeria. Researchers analyzed that there is a positive effect on employee rate of participation in company's decision making and volume of sales in the firms in South East, Nigeria. The basic motive behind participation is to increase productivity and satisfying our workforce. Participation will enhance satisfaction level, stimulate interest and thus provoke high productivity. It has been observed that there is a positive relationship between employee rate of participation in Company's decision making and volume of sales in the firms in South East, Nigeria. It has been observed that there is a positive effect on the rate of change in salary payment and employee absenteeism in the selected food and beverage manufacturing firms in South East, Nigeria. During research, a survey on population was conducted. The population consists of total 655 staff members of selected food and beverage manufacturing firms in Enugu state. The survey approach was used during study. Questionnaire was used as a primary source and the data was collected from the staff members and distributors. There are total 583 copies to be filled as questionnaire and the data was accurately filled. Using content analysis, the validity of the instrument was tested and the result was good. Using the Pearson correlation coefficient (r), the reliability was tested. It gave a reliability coefficient of about 0.83 which was good. Using the f -statistic tool, the hypotheses were analyzed.

Ngonyama and Ruggunan (2015) conducted a study on worker participation and job satisfaction amongst academic and administrative staff at a South African University. Researchers found that there exists a strong relationship between worker participation and job satisfaction and came to know that the workers feel more satisfied at jobs when they are involved in the decision making

process. The level of job satisfaction increases with the increase in the level of participation which means the employees at higher levels of participation are more satisfied with their jobs than the employees at lower levels of participation. Through stratified random sampling method, 100 participants were selected. Primary data was collected with the help of a questionnaire. A well prepared questionnaire was used to collect data from respondents. A 5 point Likert scale was used during study. The data were analysed with the help of SPSS (Statistical Programme for Social Sciences) software and the 4 tests were taken to verify the answers, namely; Mean, Pearson Correlation, Chi-square and T-Test. Thus, it can be concluded that the level of job satisfaction of employees will strongly depend on the level of workers participation in management. So the organizations should encourage employee's participation in order to enhance job satisfaction of employees.

Shaukat *et.al* (2015) conducted a study on impact of human resource management practices on employee performance. Researcher found that HRM practices played a major role in enhancing employee's performance, if properly managed. The HRM practices means the organizational activities aims at managing the human resources and ensuring that the resources are fully utilized for the fulfillment of organizational goals. The HRM practices like promotions, training and development programme, relations between employees, monetary and non-monetary benefits, recruitment and selection procedure, performance appraisal, employee's participation compensations, profits in lieu of salary, etc. have a significant impact on employee's performance. Both the sources of data were used for data collection. Primary data was collected with the help of a questionnaire from different organizations of Pakistan and later evaluated by SPSS software. The questionnaire prepared was based upon a 5 point Likert scale. Secondary data was collected from different articles, journals and books. Thus, it can be concluded that HRM practices have a direct impact on employee's performance.

AbuKhalifeh and Som (2013) conducted a study on the antecedents affecting employee engagement and organizational performance in the food and beverage departments in the service industry in Malaysia. It is to be seen that there are various factors that affects employee engagement and these are employee communication, employee development, rewards and recognition and extended employee care, etc. So it is very important for the hotels to promote employee engagement as this will benefit the organization in the future. Various training

programmes are to be conducted to enhance the knowledge and skills of workers of food and beverage industry. Employees also stated that they are unable to work for a single employer up to retirement. That's why they have felt less committed to their employers. So it can be concluded that among the various factors, employee development is found to be the most significant contributor.

Noah (2008) conducted a study of workers participation in management decision making within selected establishments in Lagos, Nigeria. Researcher found that the workers have keen interest in participation but their level of involvement is low. Workers of Niger Insurance have more number of people involvement than those of Flour Mills Nigeria PLC. It is also observed that there is a significant relationship between education and involvement of workers of Flour Mills Nigeria PLC & between age and involvement of employees in Niger Insurance PLC. The study was conducted during October, 2004 to March, 2005. Both the sources were used for the collection of data. Primary data is collected with the help of questionnaire and interview. Secondary data is collected from the company records, bulletins and other official documents. The study is conducted with the help of workers of two selected organizations in Lagos, namely; Flour Mills Nigeria PLC Apapa and Niger Insurance PLC, Lagos. The total sample size is of 227 workers. Percentage and chi-square test method were used for data analysis. Thus, it can be concluded that the workers generally demonstrated high interest in participation but the actual level of involvement in management decision making is quite low. So the management should liberalize their management structure so that more employees can involve and proper training programmes are to be organized for workers.

CHAPTER 3

RESEARCH METHODOLOGY

Research Methodology is a blueprint of the methods and techniques used by researcher at different stages of research to achieve the objectives of the study. A study without better planning may not provide desired results so research methodology is imperative for achieving the required goals of the research. This chapter holds significance of the study, objectives of the study, sample size, types of data, and sources of data, statistical methods for data analysis, organization of study and limitations of the study.

3.1 SIGNIFICANCE OF THE STUDY

The study of the impact of workers participation in management is significant for the performance of employees, organization and the society. The participation of workers is significant in a way to establish peace in the industry. It also creates better relationships between employer and employee in the organization. It enhances the decision making power of the employees. Through WPM, trade unions remains satisfied resulting in reduction of conflicts. It also leads to personal development of employees resulting in reduction of job stress. It is also significant in enhancing the creativity and innovation among employees. It is also significant for organizational growth as it leads to reduction in absenteeism. It is also significant in raising the productivity level of the organization. It attracts fresh talent in the organization and creates better flow of communication. It is significant for society as well. It is significant in improving the quality of the product. It also establishes a better image of organization in the public thus enhancing its goodwill. It also practice social justice.

3.2 OBJECTIVES OF THE STUDY

- 1) To study the impact of workers participation in management on the performance of employees.
- 2) To study about workers participation level in management.

3.3 SAMPLE SIZE

$$\text{FORMULA} = \text{Sample Size } n = \frac{[Z^2 * p * (1-p)/e^2]}{[1 + (Z^2 * p * (1-p)/e^2)]}$$

Here, p = Proportion of the population,

n = Total population,

e = Margin of error,

Z = Confidence limit/ Z-score.

The sample size of my study is limited to 40 employees only.

3.4 TYPES OF DATA

Data collection is a process of collecting information from all the relevant sources to find answers to the research problem & evaluate the outcomes. There are basically two types of data:

- ★ **Primary data:** The researcher directly collects the primary data from the original sources. It is mainly collected by a researcher to address the research problem. Primary data are original in nature & directly related to the issue or problem & current data. Primary data are the data which the researcher collects through various methods like surveys, online structured questionnaire, etc.
- ★ **Secondary data:** Secondary data is a data collected by someone other than the user. These may be available in written, typed or in electronic forms. Secondary data sources include information that you retrieve through pre-existing sources such as research articles, books, internet, etc.

The researcher has used both the primary and secondary data in the study. The impact of workers participation in management on the performance of employees achieved with the help of primary data and the level of workers participation in management achieved with the help of secondary data.

3.5 SOURCES OF DATA

The primary data has been collected with the help of well-structured online questionnaire developed by the researcher through Google forms. The questionnaire which I created includes a total of 20 questions in which there are 05 questions related to their personal details and the remaining questions are related to my objective. To make the questionnaire easily understandable, I try to write the questions in easy to understand language. The questionnaire

was sent to almost 60 respondents among those only 40 respondents filled it. Secondary data was collected through journals, books and online sources.

3.6 STATISTICAL METHODS FOR DATA ANALYSIS

This section discusses the various statistical techniques and tools used by the researcher to conduct the data analysis on primary and secondary data. The researcher has used Average, frequency method, graphical and tabulation methods. These methods are as follows:

A. Average Method

Under this method, a single value is to be found which represents the whole set of figures and all the figures revolve around it. It is a single value that lies in the range of data and that represents all the values in the series and therefore called measure of central tendency.

★ **Definition:** “An average is a single figure that represents the whole group.”- Clark

★ **Functions of Average:**

- Simple and systematic description of the raw data.
- Helpful in comparison.
- Helpful in policies formulation.
- Helpful in decision making.
- Representation of the universe.

★ **Essential Requirements of a Good Average:**

- ❖ Easily understandable.
- ❖ Simple computation.
- ❖ Based on all items in the series.
- ❖ Properly defined with an algebraic formula.
- ❖ Should be mathematically expressed.
- ❖ Should not be affected by extreme values.
- ❖ Should be capable of using in many other techniques of statistical analysis like measures of dispersion, Correlation, etc.
- ❖ Should be possible to find central tendency in open end class intervals.

★ **Types of Average:**

Averages or measures of central tendency are of the following types:

1. Mathematical Averages:

- Arithmetic mean(A.M.)
- Geometric mean(G.M.)
- Harmonic mean(H.M.)

2. Positional Averages:

- Median(M)
- Mode(Z)

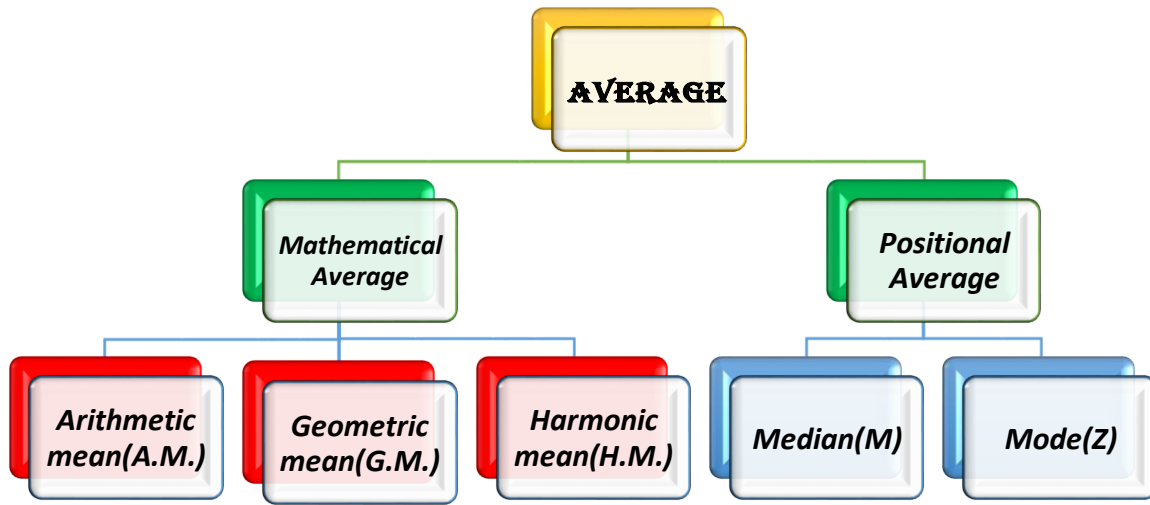


Diagram 3.1 Types of Average

★ Formula of Average:

$$\text{Mean} = \frac{\text{Sum of all data values}}{\text{Number of data values}}$$

Symbolically,

$$\bar{x} = \frac{\sum x}{n}$$

where \bar{x} (read as 'x bar') is the mean of the set of x values,

$\sum x$ is the sum of all the x values, and

n is the number of x values.

(https://www.mathsteacher.com.au/year8/ch17_stat/02_mean/mean.htm)

B. Frequency Method

Frequency distribution is a type of a statistical table which reflects the values of variables being arranged in order of magnitude, either individually or in groups, and also the

corresponding frequencies side by side. There are 2 kinds of frequency distributions which are the following:

(a) Discrete frequency distribution

(b) Grouped frequency distribution

(a) Discrete Frequency Distribution:

Marks	Tally bars	Frequency
16		01
17		03
18		05
19		02
20		04
Total		15

Diagram 3.2 Discrete Frequency Distribution

It is a statistical table that shows the values of variables individually and also the corresponding frequencies side by side. Its construction is very simple and easy. During its construction, the frequencies of the various items are to be counted. To find the frequency of a specific item, we use tally bars. Each tally bar shows the presence of one value of the item. Tally bars are used in the form of 'Four and Cross Method'. But if the value of any item is repeated 5 times, a cross is to be put on 4 lines.

(b) Grouped Frequency Distribution: It is a statistical table that shows the values of the variables in groups and the corresponding frequencies are also to be shown side by side. Some of the terms associated with the Grouped frequency distribution are the following:

- **Class Interval:** It is a group of numbers in which the items are to be placed such as 20-40, 40-60, etc.
- **Class frequency:** The number of observations under a class is called class frequency and it is denoted by ' f '.
- **Class limits:** Each class is located between 2 numbers which are the upper and lower limit of the class. The lower value of the class is the lower limit and the upper value

of the class is the upper limit of the class. For example, in the class 20-40, the lower limit is 20 and the upper limit is 40.

- **Class marks (or mid-value):** It is the average value of lower limit and upper limit of the class. It is calculated by dividing the sum of lower limit and upper limit by 2. For example, $(20+40)/2 = 30$. So, mid-value is 30.
- **Width of the class:** The difference between the lower and upper class limits is called the width or magnitude of the class. For example, $40-20= 20$. So, 20 is the size of the class interval.

Salary (in thousands)	Number of employees
<i>Below 20</i>	<i>55</i>
<i>20-40</i>	<i>40</i>
<i>40-60</i>	<i>25</i>
<i>60-80</i>	<i>20</i>
<i>Above 80</i>	<i>10</i>
	<i>150</i>

Diagram 3.3 Grouped Frequency Distribution

C. Graphical Method

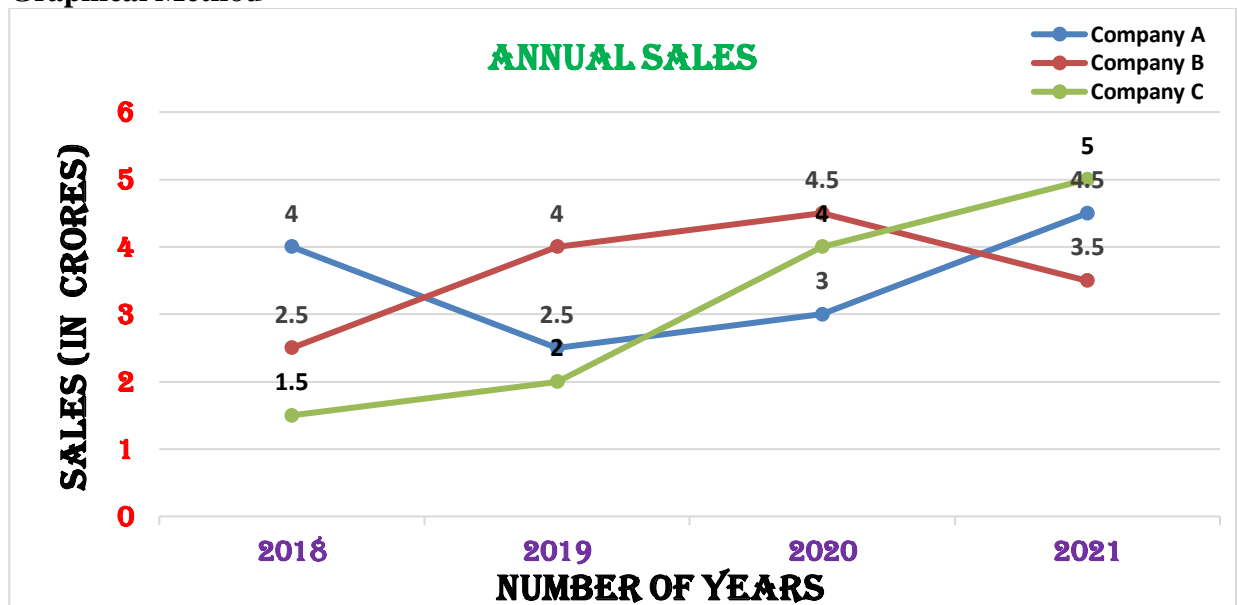


Diagram 3.4 Graphical Presentation of Annual Sales

It is one of the methods of presentation of data. Under this method, data is to be presented with the help of graphs.

→ Advantages of Graphical Presentation:

- ★ **Attractive and impressive:** The graphical presentation are always more attractive and impressive than table or figures.
- ★ **Easily understood:** The complex data can be easily understood by way of graphical representation. It should be written in such a way that anybody can draw the conclusion from it.
- ★ **Saves time and energy:** It saves time and energy of both, the statistician as well as the observer.
- ★ **Useful in comparison:** Through it, the items can be easily compared.
- ★ **Helpful for less literate audience:** There is no need of mathematical knowledge to understand the graphical presentation. Any person can easily understand it especially the illiterate ones.
- ★ **Helpful in estimating future:** On the basis of current availability of information, future can be predicted like in case of continuous increasing sales.
- ★ **Universal applicability:** In today's world, graphs can be used in all spheres of business such as trade, economics, government departments, advertisements, etc.

→ Limitations of graphical presentation:

- ★ **Subjective:** The conclusions drawn are subjective in nature. It means the interpretation varies from person to person. For example- in case of declining sales, some experts say it will increase while others say it will decrease.
- ★ **Requires additional written or verbal explanation:** Graphs itself are not self-explanatory. It requires additional written or verbal explanation thereon to explain the graphs.

D. Tabulation Method

It is one of the methods of presentation of data. It refers to a system in which data is processed from the unorganized form and the information is arranged into a table, i.e. in rows and columns. It is designed to simplify presentation and facilitate analysis. The

purpose is to arrange large mass of complicated information in simple terms so that the viewers can easily draw reasonable conclusions from the presentation and interpretations from them. Tabulation is a highly specialized job. It requires thorough knowledge of statistical methods, skills, experience and common sense.

Diagram 3.5 Students marks in M.com. (Second semester) 2020-2021

SUBJECTS	STUDENTS		
	'A'	'B'	'C'
<i>Organizational Behaviour</i>	67	77	76
<i>Operations Research</i>	68	71	77
<i>Marketing Management</i>	64	66	69
<i>Financial Management</i>	60	65	65
<i>Human Resource Management</i>	81	80	79
<i>Indian Economy</i>	77	73	76
<i>Total Marks</i>	417	432	442

☑ **Objectives of Tabulation:**

- **To simplify the complex data:** One of the main objective of tabulation method is to present the complex data in a simplified manner so that it is easily understood by the viewer.
- **To highlight important information:** Under this method, data is to be presented in a concise manner without any textual explanation, so the crucial information is highlighted automatically.

☑ **Requisites or Essentials of a Good Table:**

A good table must possess the following characteristics:

- **Appropriate Title:** Every table must have a suitable title on it indicating towards the information presented in the table. The title must be on the top of the table.

- **Manageable size:** The table should be neither too small nor too big. It should be of appropriate size so that it looks eye catching to the viewer.
- **Attractive:** The table must have an attractive appearance so that it is appealing to the eye and the mind and the reader can easily grasp it without any strain.
- **Simple and clear:** The table must be presented in a simple and clear way so that it could easily understood by the reader.
- **Easy comparison:** The table must be presented in a way so that there is easy comparison of data. The data which are to be compared should be placed closely in the columns.
- **Numbering rows and columns:** The rows and columns should be numbered in a table for any reference of any cell of the table.
- **Units:** The unit designations should be given below the title in the table like “Distance in km.” and “Age in years”. But if there are different units for different items, then they should be mentioned in respective columns and rows.

3.7 ORGANIZATION OF STUDY

Chapter 1. Introduction

Chapter 2. Literature review

Chapter 3. Research Methodology

Chapter 4. Data Analysis and Interpretation

Chapter 5. Major Findings & Conclusions

Chapter 6. References

3.8 LIMITATIONS OF THE STUDY

The empirical results reported herein should be considered in the light of some limitations. Here are some of the limitations of this study:

- Limited sample size as data was collected from 40 employees only, which could be increased.

- The data was to be collected from the employees of Educational Organizations like Schools, Colleges & Universities in Haryana only due to time constraints.
- Only one data gathering technique (online questionnaire) was used whereas data collected from various methods would have made my work stronger.
- There could be errors in collected data as it was collected by way of online questionnaire.

The observed limitations could be recommended for future studies & this can be improved by future researchers.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

This Chapter consider the analysis and interpretation of primary and secondary data regarding worker's participation in management (WPM). This chapter evaluate the impact of WPM on the performance of employee's and different levels of WPM.

4.1 IMPACT OF WPM ON THE PERFORMANCE OF EMPLOYEES

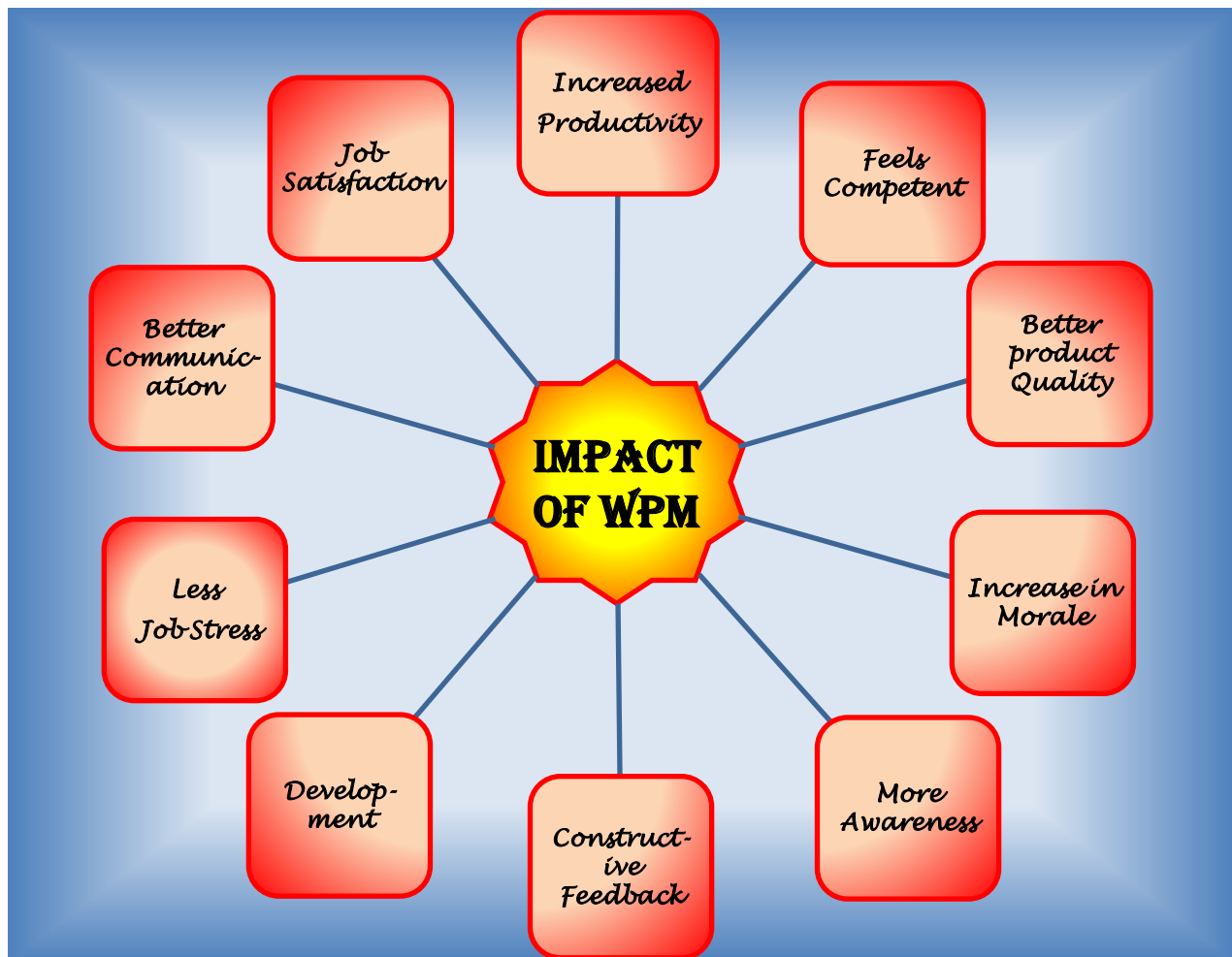


Diagram 4.1 Impact of WPM on the performance of employees

- 1) **Increased Productivity:** Through engaging employees in decision making, their efficiency and productivity gets increased. The employee feels satisfied when he is involved in the decision making of the organization.
- 2) **Feels Competent:** The involvement of the employees have a psychological impact on them and this makes them feel competent, committed and involved in the organization. This also makes them feel able to handle jobs properly.
- 3) **Leads to Better Product Quality:** The concept of WPM have also an impact on the performance of employees. It leads to an improvement in the quality of the product as the workers work with full dedication and commitment and this results in the reduction of wastage and improved product quality.
- 4) **Increase in Morale:** Through employee engagement, they are given opportunity to give their ideas, suggestions to the management in decision making. Thus, it leads to increase in morale of the employees and leads to better performance in the organization.
- 5) **More Awareness of Organizational Policies:** When the employees are engaged in the management work, they tend to be more aware of the organizational policies. Many times, they even don't know about what is going on in the organization. So, through WPM the employees become more aware of the policies and rules in the organization which leads to a positive impact on their performance.
- 6) **Constructive Feedback:** Through participation, the employees may get constructive feedback regarding their performance which helps them in improving in the near future. These feedback can be regarding to improving work performance, solving disputes, etc.
- 7) **Encouragement to Development:** One of the main impacts of workers participation in management is that it leads to personality development of the employees. Through participation, the employees can give their constructive ideas to the management. This leads to improvement in their decision making ability. Moreover, their confidence level also increases which is one of the main factor of overall personality development.
- 8) **Less Job Stress:** The concept of WPM leads to reduction in job stress. Many employees are of the opinion that they can be retrenched from the organizations at any time but through involvement, they gets mentally satisfied as their relationships become better with the higher level managers. Thus, it leads to less job stress and they work with their full concentration, results in better performance at working place.

- 9) **Better Flow of Communication:** Under the concept of WPM, the employees and employer gets an opportunity to meet and interact with each other. Thus, their relationships became better and there is better flow of communication. This have a positive impact on the performance of employees.
- 10) **Less Resistance to Change:** When the employees are engaged, then the managers try to influence/ convince them to adapt them to the changing environment by telling them the benefits availed from it. Moreover, it also depends upon the employer employee relationships. So the employees less resist to changes.
- 11) **Job Satisfaction:** Through work involvement, the workers get job satisfaction. They are highly satisfied with their jobs. The workers feel motivated, committed in the organizational work. This results in the better performance of the employees.
- 12) **Effective Internal Cooperation:** The concept of WPM also leads to effective internal Cooperation results in better performance of the employees. Workers involvement leads to cooperation among various employees of the organization. They may help each other in case of any problem, if arises. So, it also have a positive impact on employees' performance.
- 13) **Low Intention to Quit:** When are employees are satisfied at jobs, then they can work in the same place for a long time. In other words, it leads to less absenteeism and low employee turnover. Thus, there is low intention to quit from the organization. And when the employees wants to stay at the workplace for a long time, then they work with full enthusiasm and dedication resulting in better performance.
- 14) **Customer loyalty:** When the employees are happy and satisfied with their work then they are loyal to the customers and organization. As a result, their performance in the organization become better.

4.2 LEVELS OF WPM

The participation of workers is possible at all the levels of the management. It depends upon the nature of functions, the strength of the workers, varieties of departments, attitude of trade unions and the management (<https://www.yourarticlelibrary.com/management/4-levels-of-workers-participation-in-management/26094>). There are 05 levels of workers participation in management:

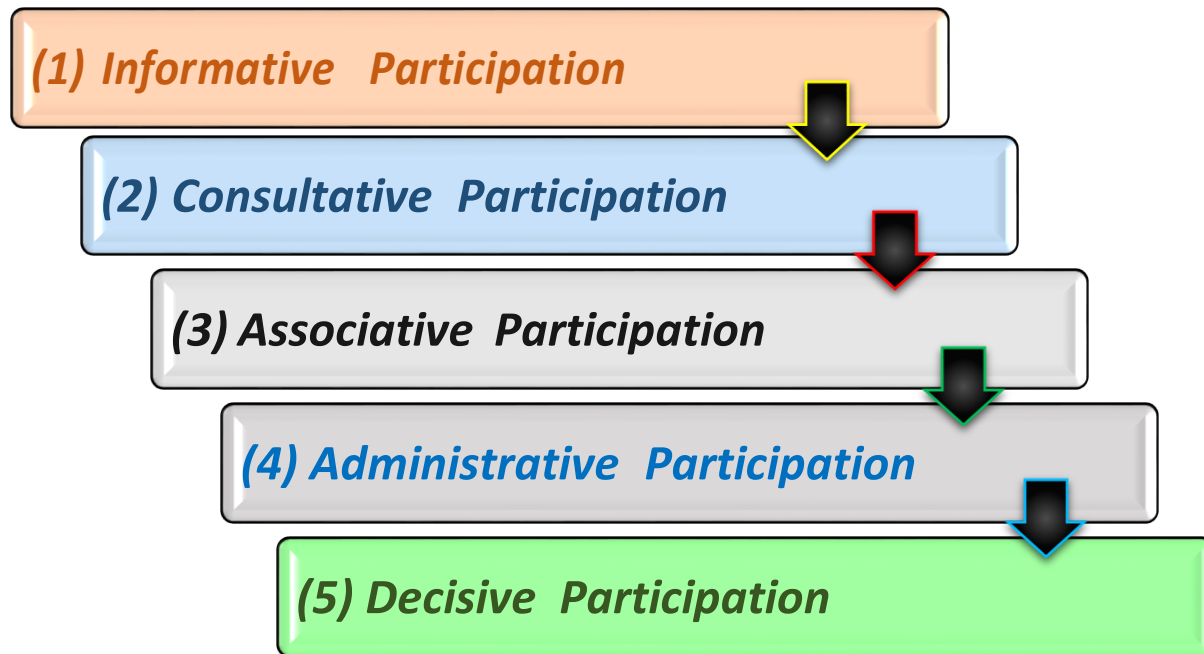


Diagram 4.2 Levels of WPM

1. Informative participation of workers.
 2. Consultative participation of workers.
 3. Associative participation of workers.
 4. Administrative participation of workers.
 5. Decisive participation of workers.
- a) **Informative Participation:** It is the initial stage of participation or the beginning of participation. At this stage, the workers are to be informed regarding any change in policies, rules or regulations of the organization. The final decision making power is in the hands of top level management. For example- A company has decided to change its office location and informed its workers then the workers' gives their ideas and opinions but the final decision rests with the management.
- b) **Consultative Participation:** It is the next level of workers participation. Here, the workers may act as consultant. Under it, workers participation is required on those matters that affects the workers and nature of mutual interest of workers and management. These matters are related to workers welfare, safety of workers and insurance policies of workers.

This level of participation is of advisory nature. The workers can only give advice and it is on the management whether to accept or decline the views and suggestions of the workers.

- c) **Associative Participation:** It is next level to consultative participation. Under associative participation of workers in management, morally bound to accept and implement the opinion of workers (<https://www.whatishumanresource.com/levels-and-forms-of-workers-participation-in-management>).
- d) **Administrative Participation:** It is a higher level of workers participation than associative participation. It provides a greater degree of share to workers in the authority and responsibility in the management functions. Under it, the workers have some power in decision making. For example- management has decided to launch training programmes but the methods/ways in which these programmes are to be implemented is decided by the workers. Likewise if workers selected role playing method then this decision is a final decision and the management just have to accept this decision.
- e) **Decisive Participation:** It is the highest level of workers participation. Under it, both the workers and management share equal power. Under it, decision are taken jointly on matters relating to safety and welfare of the workers and productivity of the organization.

Analysis and Interpretation:

The data is collected by sending online questionnaire to 100 people out of which 40 responds to it. The primary data is collected from 40 employees with the help of self-prepared online questionnaire who are working in different organizations like private and government schools, private and government colleges, universities, private companies, private banks, etc. A 05 point Likert scale is used during the study for rating employee participation ranging from strongly agree, agree, neutral, disagree and strongly disagree.

Q.4 Gender of the Employee

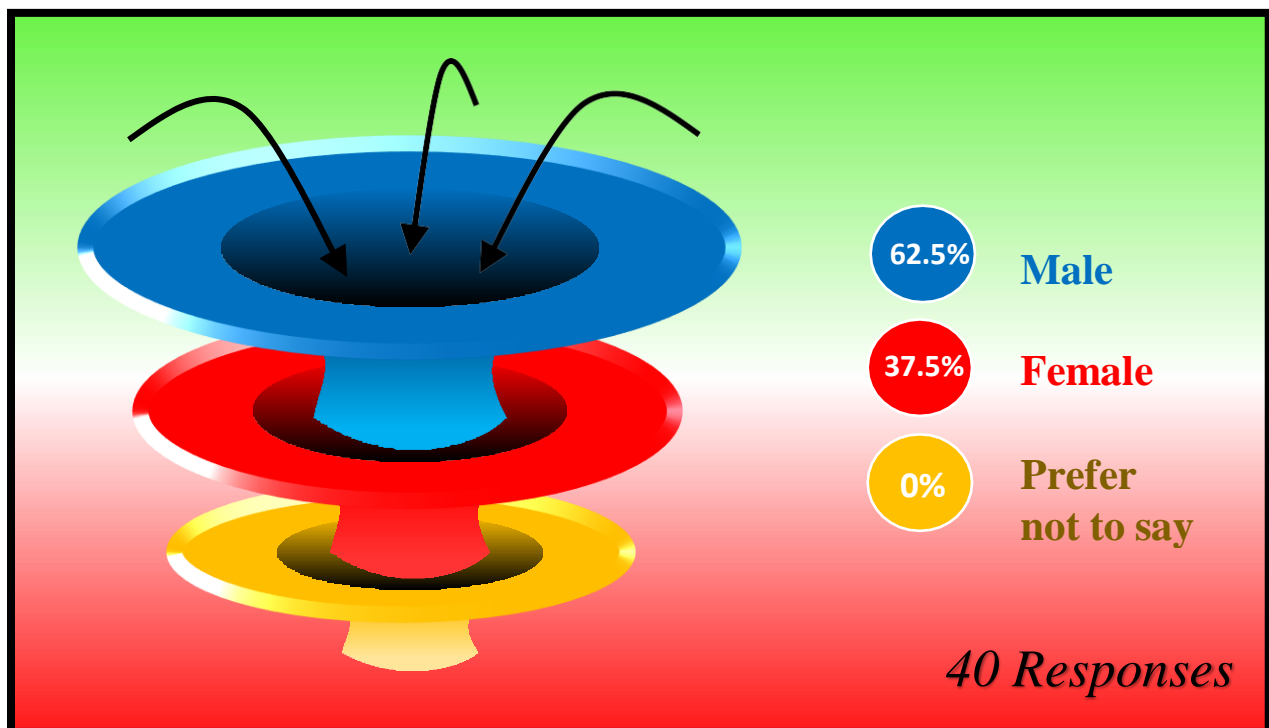


Diagram 4.3 Gender of the Employee

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 25 respondents are Males and 15 respondents are Females while there is no one who fills the third option of “Prefer not to say” in this questionnaire. Here, the ratio of Male is to Female is 5:3.

Q.5 Age of the Employee

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 52.5% of the respondents are below the age of 25 years, and 30% of the respondents comes under

the age category of 25-30 years while 17.5% of the respondents lies between the age of 30 & 40 years. It is also seen that there are no employees who lies between the age category of 40 to 50 years and 50 to 60 years in this survey.

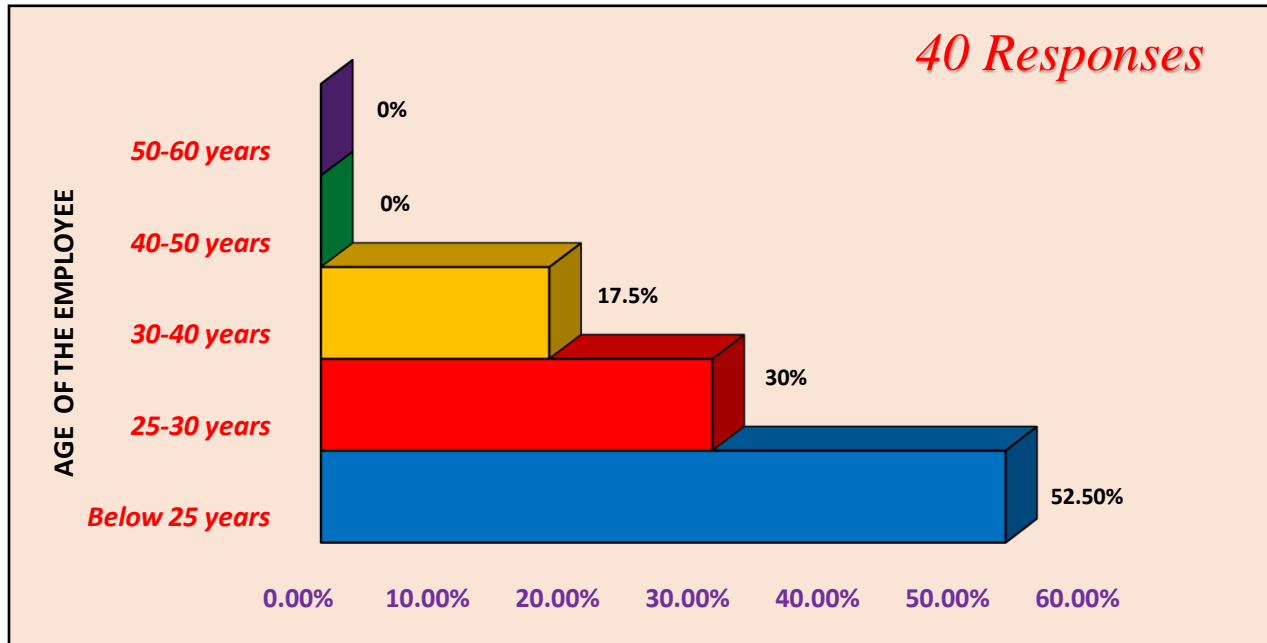


Diagram 4.4 Age of the Employee

Q.6 How long are you working in this Organization?

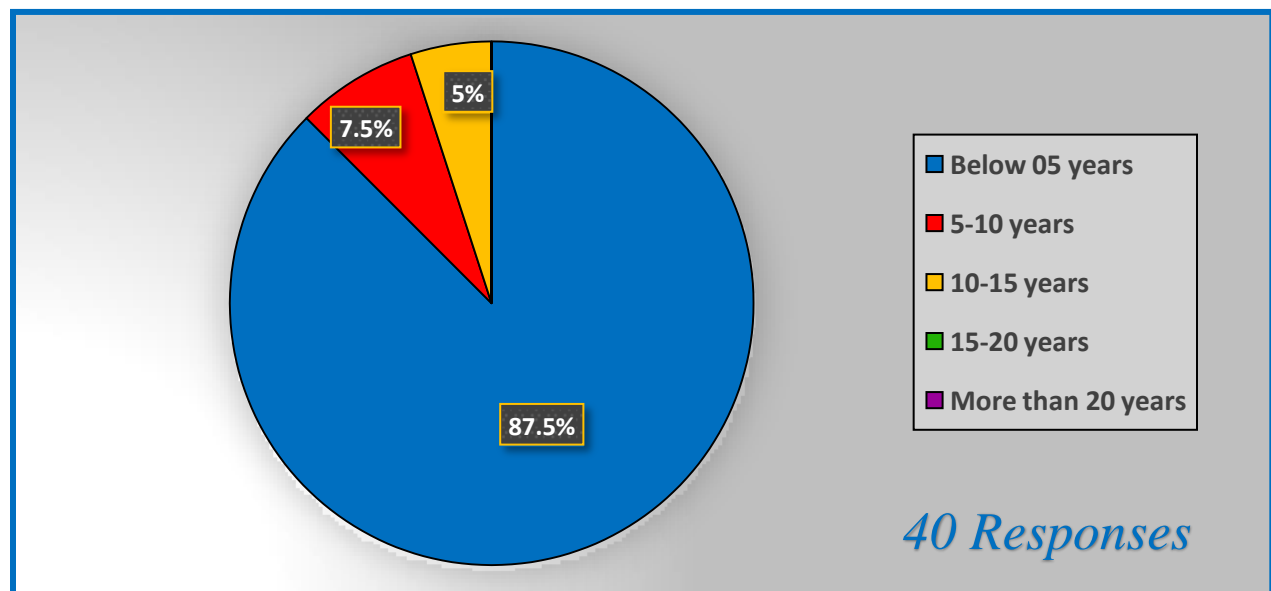


Diagram 4.5 Years of working in the organization

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, mostly of the employees of this survey have been working in their organization below 05 years and they constitute of 87.5% of the respondents. While 7.5% of the respondents have been working there from 5-10 years and the employees working there from 10-15 years constitute 5% of the respondents. While there is no respondent in this survey who has been working in their organization for more than 15 years. So, there is no respondent who lies in the category of 15-20 years and More than 20 years in this survey.

Q.7 I feel proud to be part of the company.

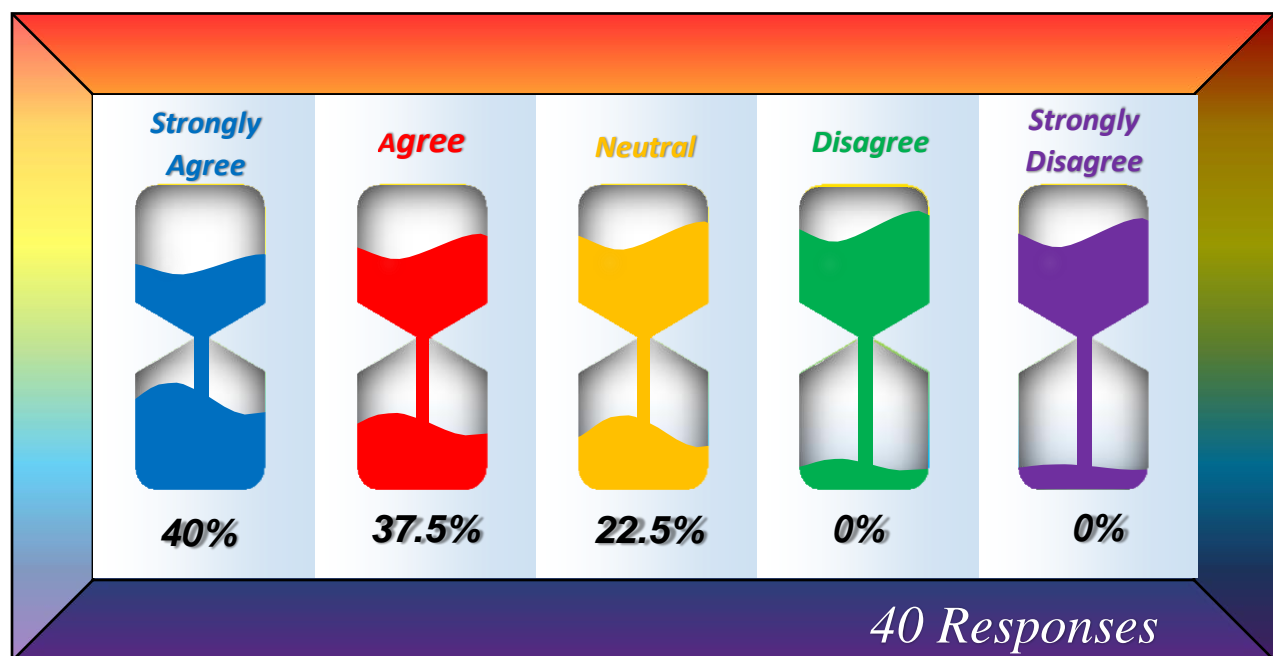


Diagram 4.6 Percentage of people showing proud on their organization

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 40% of the respondents are strongly agree with the statement that they feel proud to be part of the company while other 37.5% of the respondents are agree with the statement. And the remaining 22.5% of the respondents are neither disagree nor agree with the statement. It also came to know that there is no respondent who feel disagree or strongly disagree with the statement.

Q.8 I look forward to come to work each morning.

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 37.5% of the respondents are strongly agree to come to work each morning, while 50% of the

respondents agree with the statement. 10% of the respondents shows neutral behaviour and the remaining 2.5% of the respondents are disagree with the statement to come to work each morning. There is no one who strongly disagree with the statement.

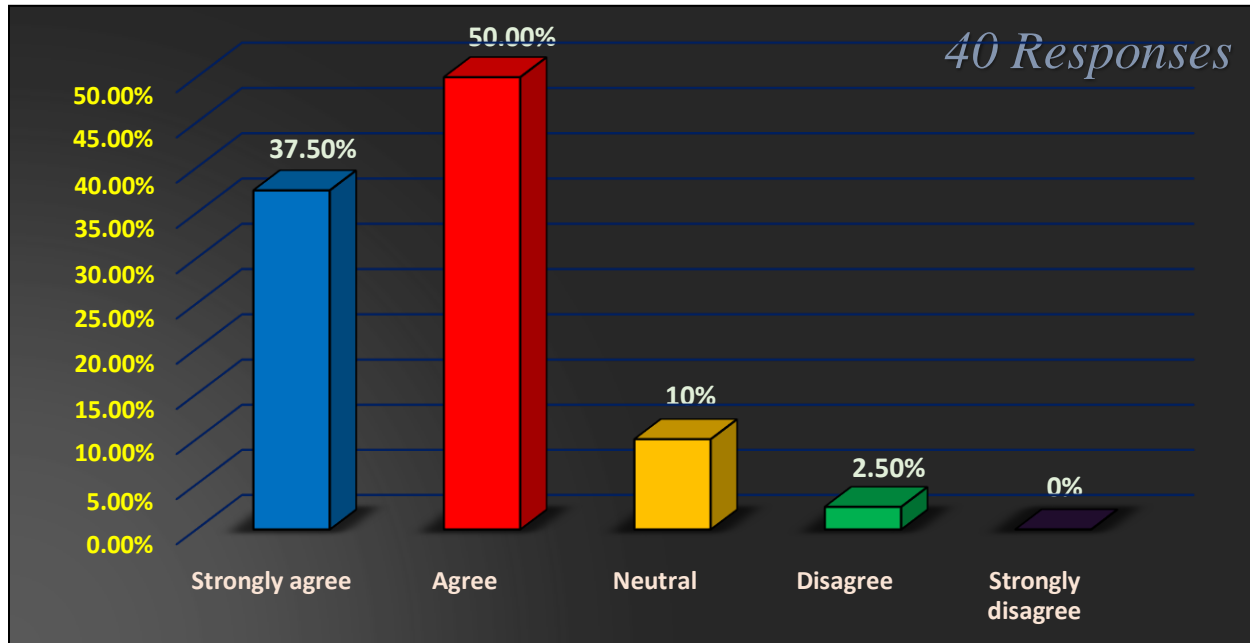


Diagram 4.7 Employees response to come to work each morning

Q.9 I feel comfortable asking for help to my supervisor.

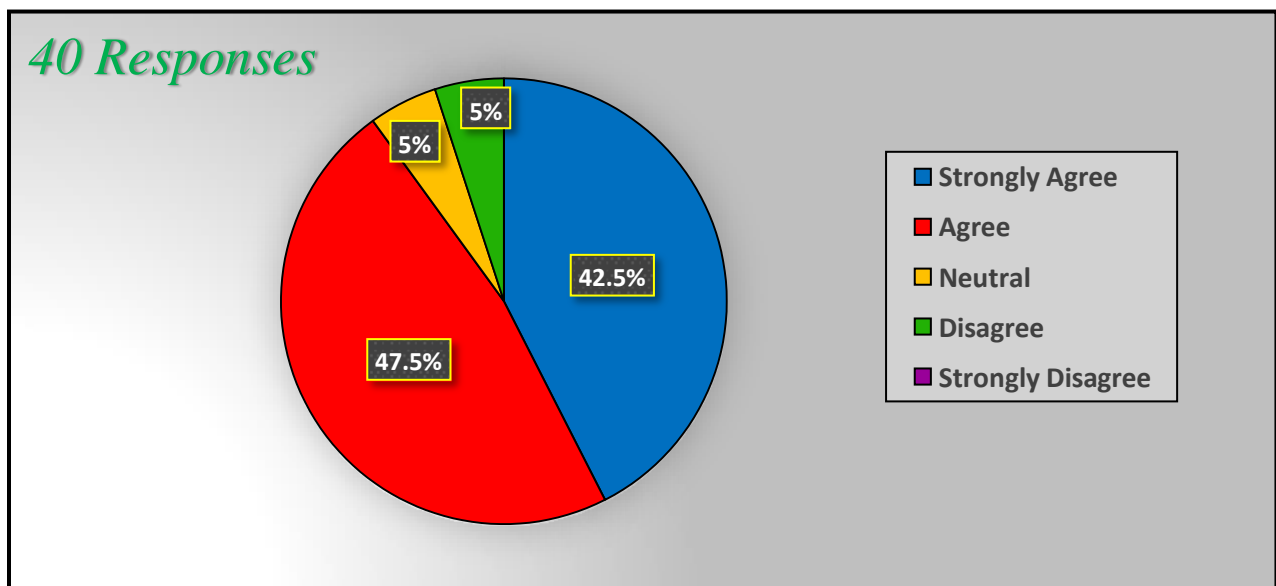


Diagram 4.8 Employees response for asking help to their supervisor

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 42.5% of the respondents are strongly agree with the statement that they feel comfortable asking for help to their supervisor. While 47.5% are agree with the statement and 5% of the respondents are neither agree nor disagree with the statement. The remaining 5% are disagree with the statement. And there is no one who strongly disagree with the statement as per the response in this survey.

Q.10 I feel comfortable giving feedback to my supervisor.

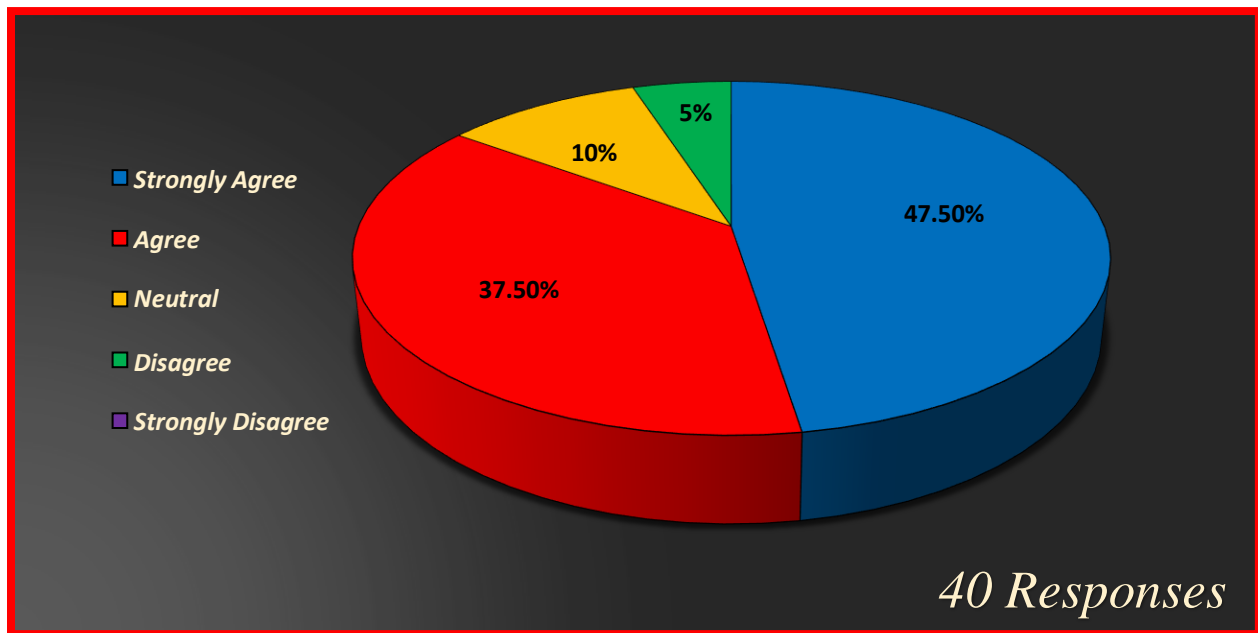


Diagram 4.9 Employees response to giving feedback to their supervisor

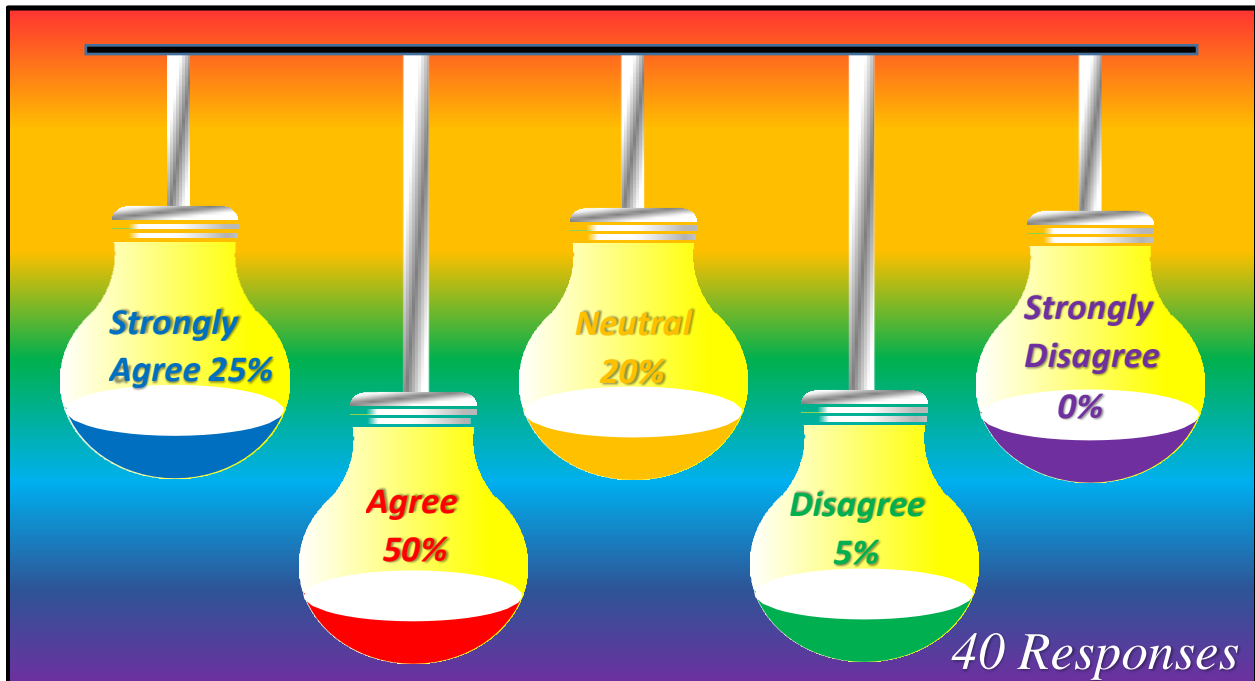
It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 47.5% of the respondents are strongly agree that they feel comfortable while giving feedback to their supervisor, 37.5% of the respondents are agree with the statement, while 10% of the respondents shows neutral behaviour and the remaining 5% are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

Q.11 My manager values my opinions.

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 25% of the respondents are strongly agree that their manager values their opinions, 50% of the respondents are agree with the statement, while 20% of the respondents shows neutral behaviour

and the remaining 5% are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

Diagram 4.10 Employees response to whether their manager values their opinions



Q.12 My coworkers are given respect here.

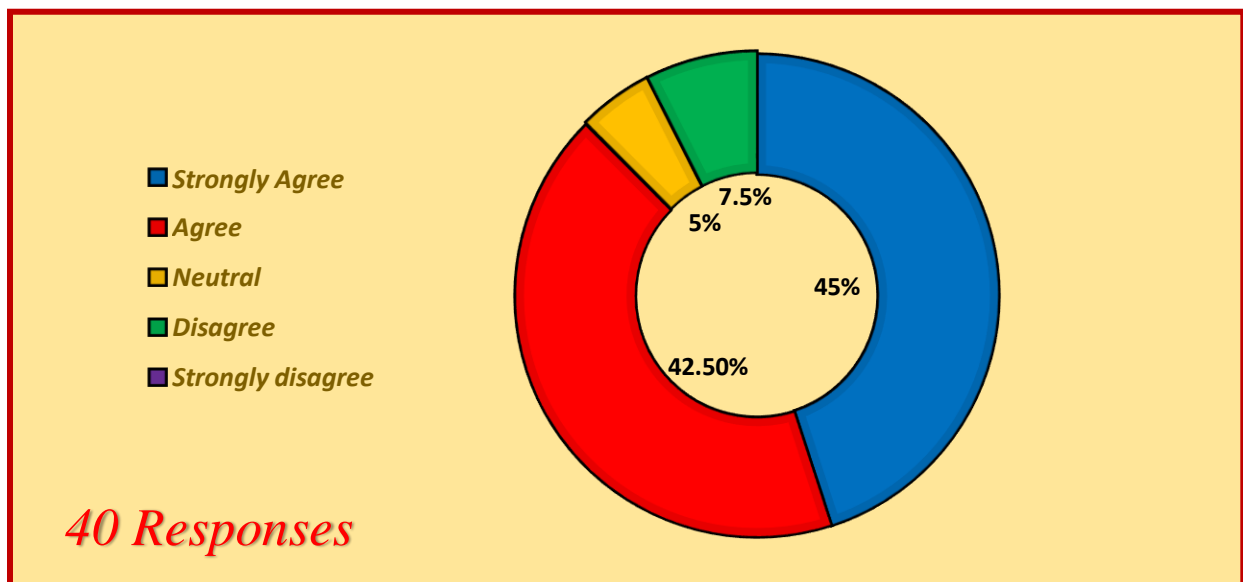


Diagram 4.11 Employees response to whether respect given to their coworkers in their organization

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 45% of the respondents are strongly agree that their coworkers are given respect in their organization while 42.5% of the respondents are agree with the statement, 5% of the respondents lies in Neutral category and the remaining 7.5% are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

Q.13 The amount of personal growth and development I get in doing my job.

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 25% of the respondents are extremely satisfied with the amount of personal growth and development they get in doing their job, 45% are satisfied with the statement, while 17.5% of the respondents are neither satisfied nor dissatisfied with the statement and the remaining 12.5% are dissatisfied with the statement. There is no one who is extremely dissatisfied with the statement as per the response in this survey.

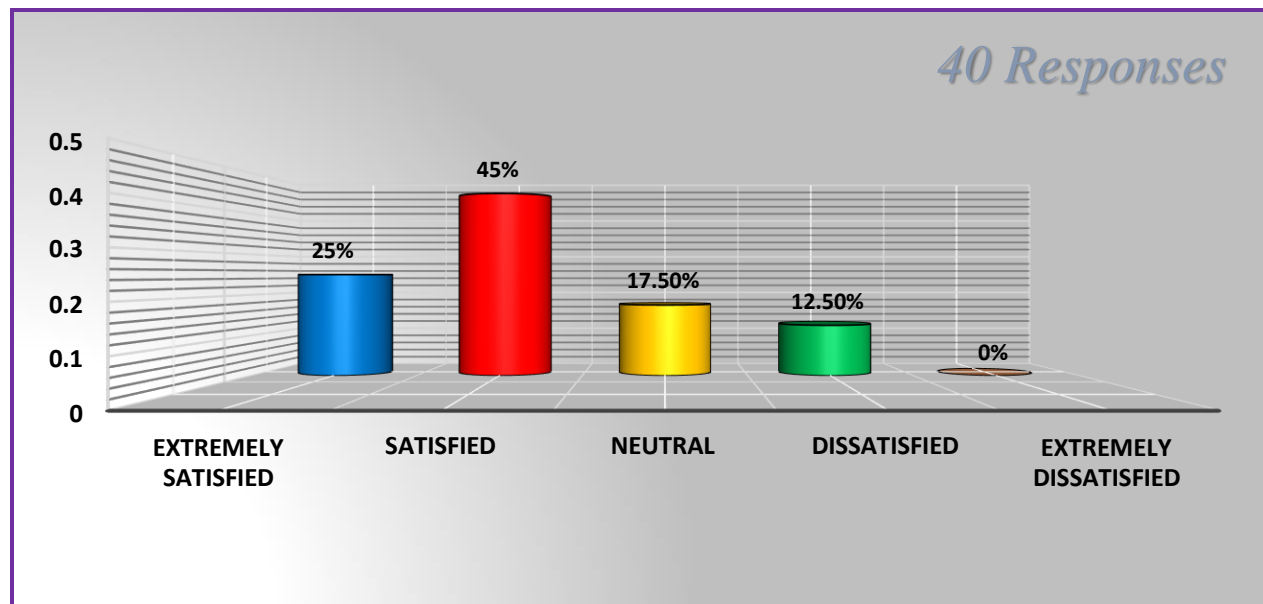


Diagram 4.12 Employees response to the amount of personal growth and development they get in doing their job

Q.14 My working place is positive and motivating.

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 25% of the respondents are strongly agree that their working place is quite positive and motivating for them, 52.5% of the respondents are agree with the statement, while 17.5% of the respondents

shows neutral behaviour and the remaining 5% of the respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

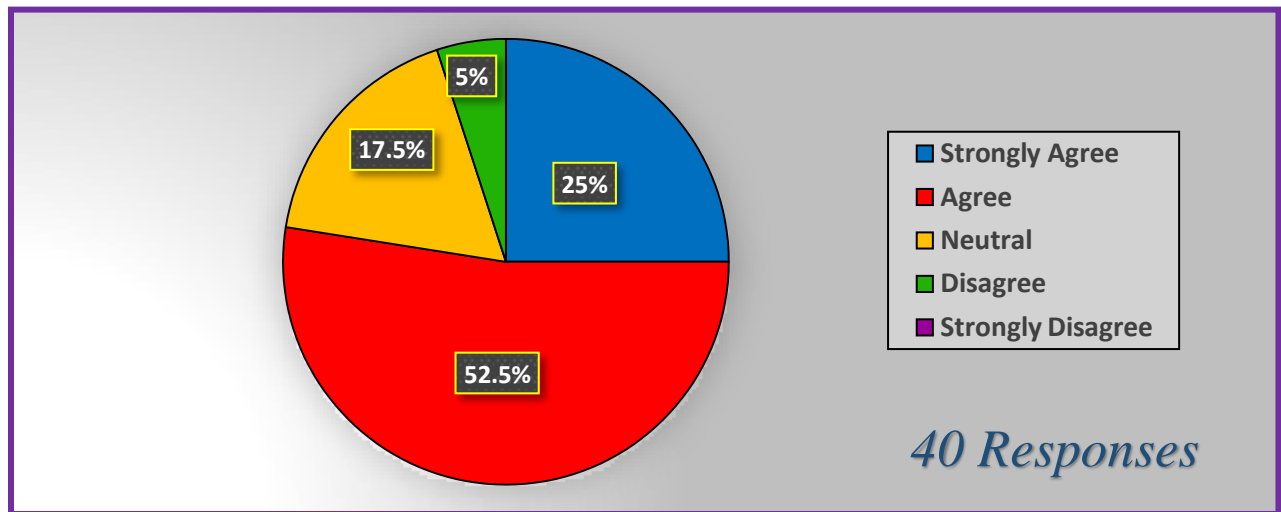


Diagram 4.13 Employees response to whether their working place is positive and motivating

Q.15 I find my job role exciting and challenging.

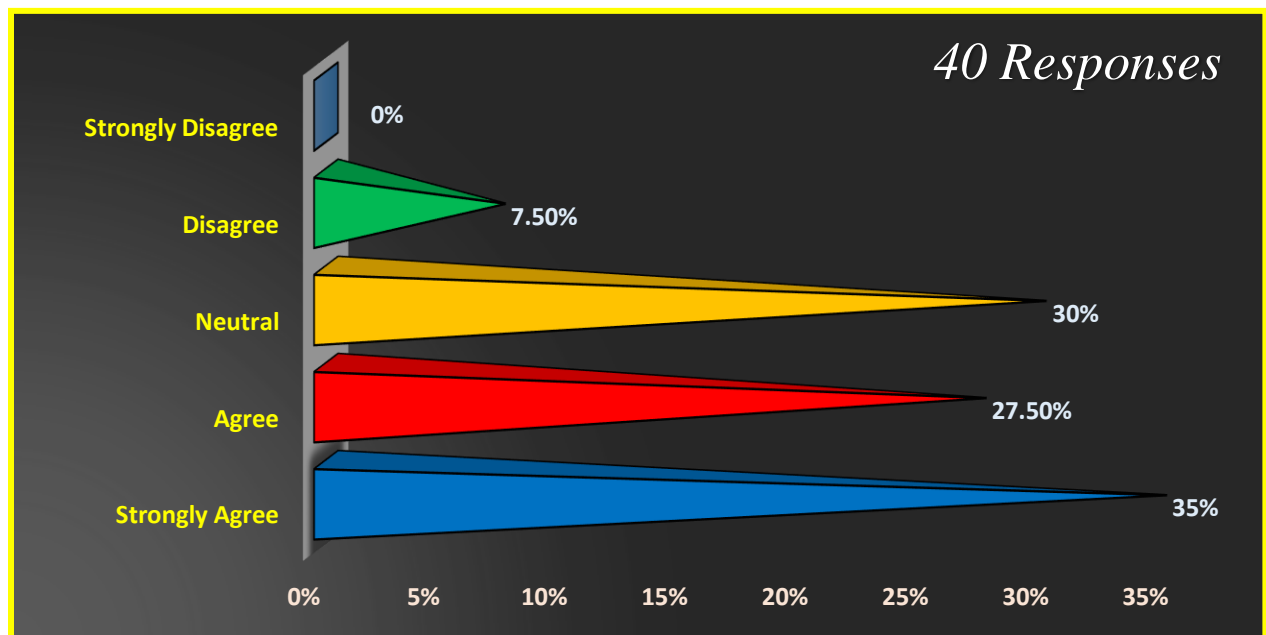


Diagram 4.14 Employees response to whether their job role is exciting and challenging

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 35% says that they are strongly agree with their job role which is quite exciting and challenging

for them, 27.5% of the respondents are agree with the statement, while 30% of the respondents lies in Neutral category and the remaining 7.5% of the respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

Q.16 My productivity increase as a result of participation.

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 27.5% of the respondents are strongly agree with the statement that there is an increase in their productivity level after participation. 57.5% of the respondents are agree with the statement, while 10% of the respondents shows neutral behaviour and the remaining 5% of the respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

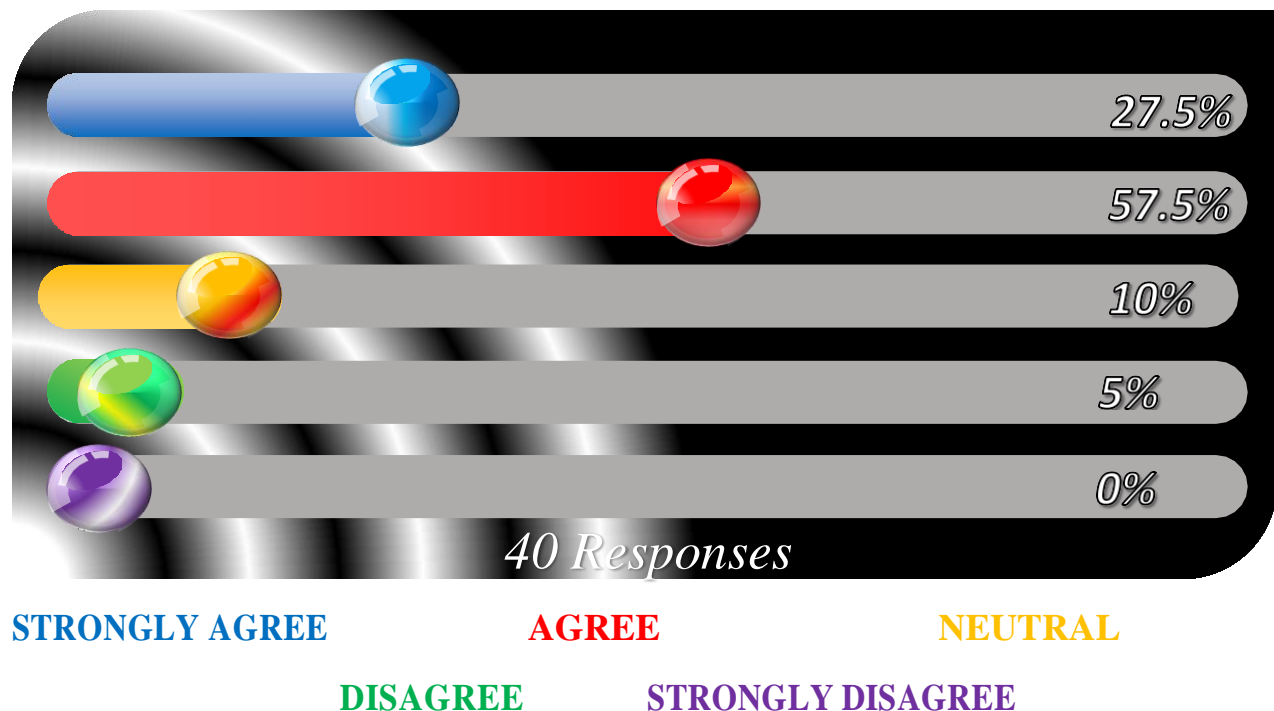


Diagram 4.15 Employees response to participation results in increase in productivity

Q.17 Participation reduces Job Stress.

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 32.5% of the respondents are strongly agree that job stress is reduced after participation, 47.5% says that they are agree with the statement. While 12.5% of the respondents are neither agree nor disagree with the statement and 5% of the respondents are disagree with the statement. The

remaining 2.5% of the respondents are strongly disagree with the statement as per the response in this survey.

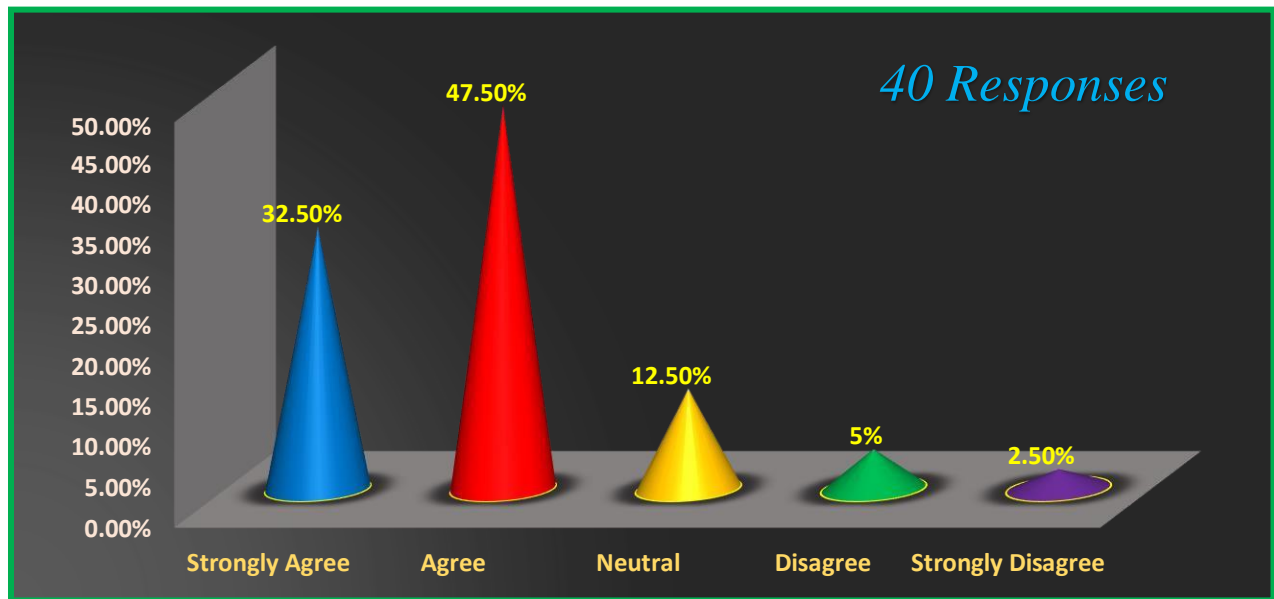


Diagram 4.16 Employees response to Participation reduces Job stress

Q.18 Participation results in personality development.

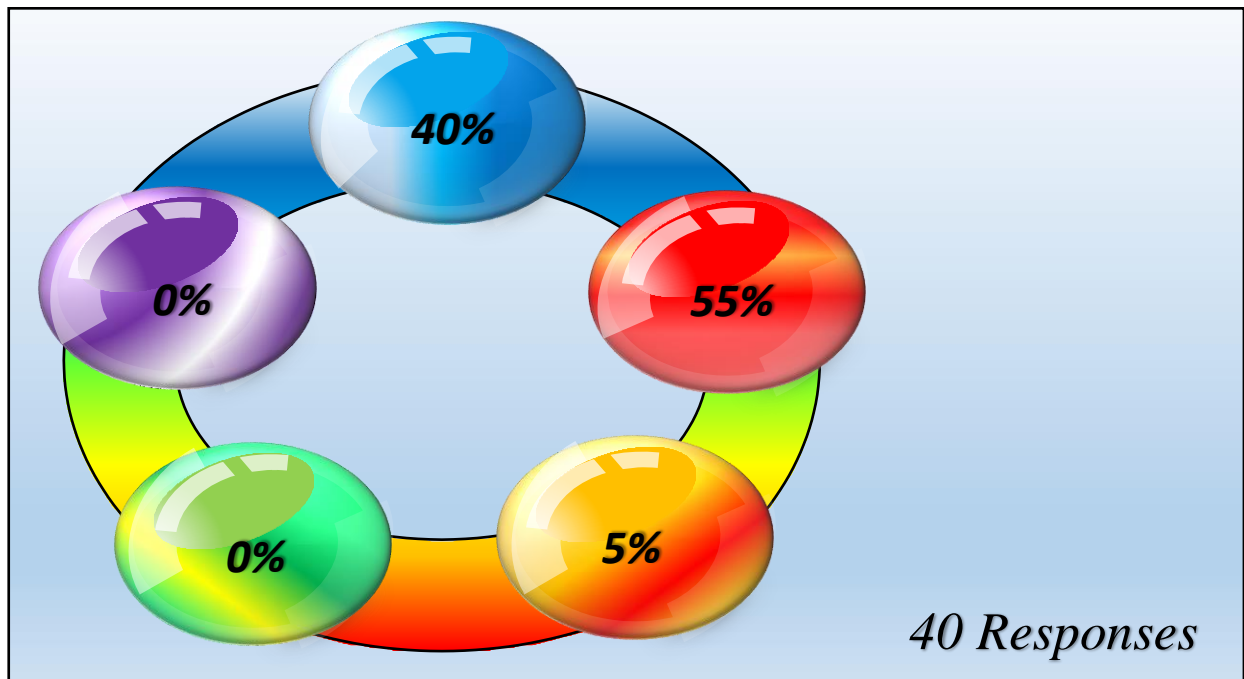


Diagram 4.17 Employees response to Participation results in personality development

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 40% of the respondents are strongly agree that Personality development is an output of participation, 55% of the respondents are agree with the statement, while 5% of the respondents shows neutral behaviour. There is no one who disagree or strongly disagree with the statement as per the response in this survey.

Q.19 Participation establishes better Industrial relations.

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 42.5% of the respondents are strongly agree that participation resulted in better Industrial relations, 45% of the respondents are agree with the statement, while 7.5% of the respondents lies in Neutral category and the remaining 5% of the respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

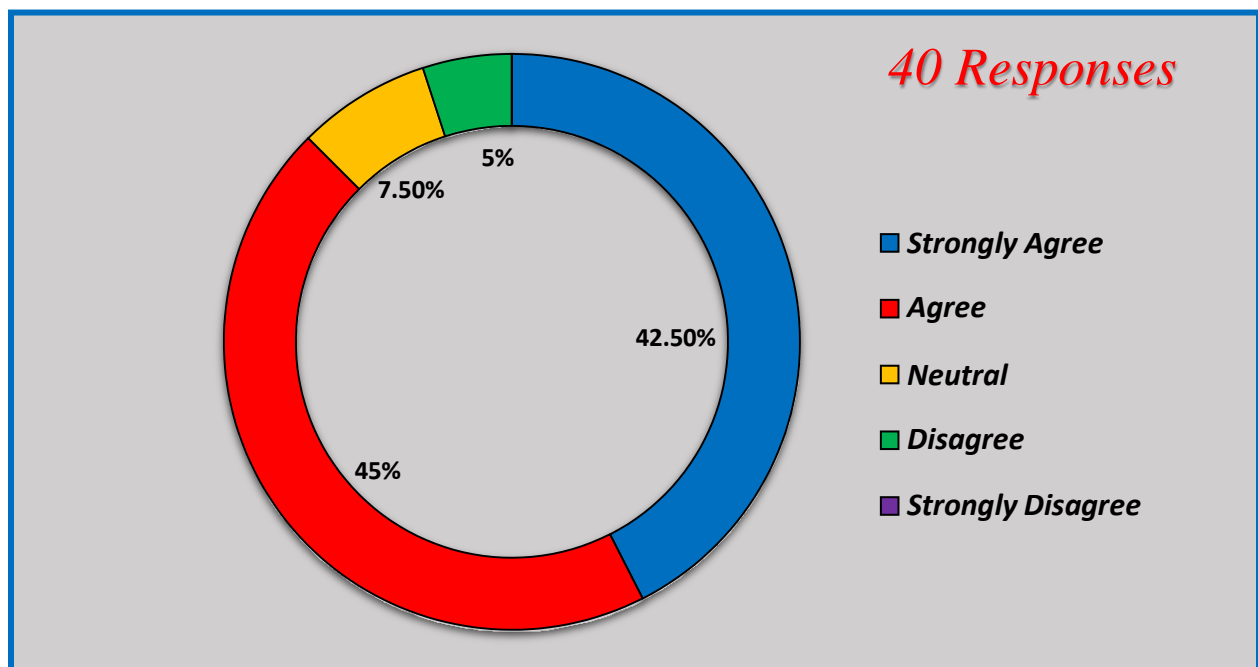


Diagram 4.18 Employees response to Participation establishes better Industrial relations

Q.20 My organization gives fair chance of participation to every employee.

It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 42.5% of the respondents are strongly agree with the statement that their organization gives fair chance of participation to every employee, 35% of the respondents are agree with the statement,

While 15% of the respondents are neither agree nor disagree with the statement and the remaining 7.5% of the respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

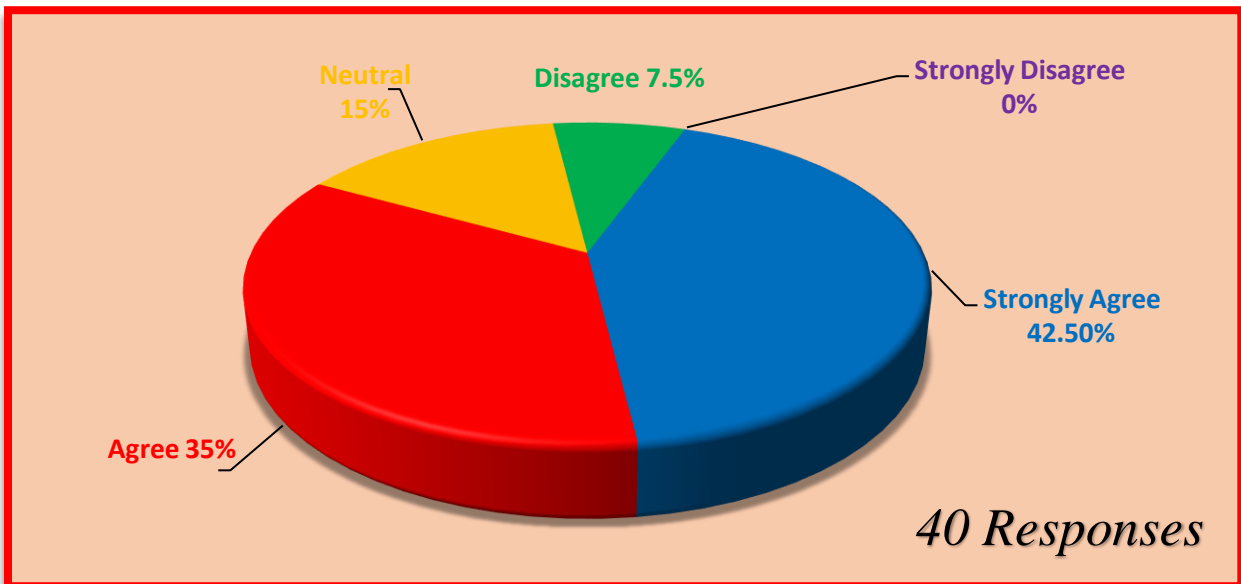


Diagram 4.19 Employees response to whether fair chance of participation is given to every employee in their organization

CHAPTER 5

MAJOR FINDINGS & CONCLUSION

On the basis of Data Analysis & Interpretation, the major findings of the study given below:-

1. On the basis of Gender of the Employee, it can be found that out of the total 40 respondents, 25 respondents are Males and 15 respondents are Females while there is no one who lies in the third option of “Prefer not to say”. Here, the ratio of Male is to Female is 5:3.
2. On the basis of age of the employee, it can be found that out of the total 40 respondents, 21 respondents are below the age of 25 years, 12 respondents comes under the age category of 25-30 years while 07 respondents lies between the age of 30 & 40 years. It is also seen that there are no employees in the age category of 40 to 50 years and 50 to 60 years.
3. On the basis of years of working in the Organization, it can be found that out of the total 40 respondents, mostly of the employees of this survey have been working in their organization below 05 years and they are 35 in number. While 3 respondents have been working there from 5-10 years and the employees working there from 10-15 years are 2 in number. While there is no respondent in this survey who has been working in their organization for more than 15 years. So, there is no respondent who lies in the category of 15-20 years and More than 20 years.
4. On the basis of feeling proud to be a part of the company, it can be found that out of the total 40 respondents, 16 respondents are strongly agree with the statement that they feel proud to be a part of the company while other 15 respondents are agree with the statement. And the remaining 9 respondents are neither agree nor disagree with the statement. It is also came to know that there is no respondent who feel disagree or strongly disagree with the statement.
5. On the basis of looking forward to come to work each morning, it can be found that out of the total 40 respondents, 15 respondents are strongly agree to come to work each morning, while 20 respondents are agree with the statement while 04 respondents shows neutral behaviour and

the remaining 01 respondent is disagree to come to work each morning. There is no one who strongly disagree with the statement.

6. On the basis of feeling comfortable in asking for help to their supervisor, it can be found that out of the total 40 respondents, 17 respondents are strongly agree that they feel comfortable in asking for help to their supervisor, while 19 are agree with the statement and 02 respondents are neither agree nor disagree with the statement & the remaining 02 are disagree with the statement. And there is no one who strongly disagree with the statement.
7. On the basis of feeling comfortable in giving feedback to their supervisor, it can be found that out of the total 40 respondents, 19 respondents are strongly agree that they feel comfortable in giving feedback to their supervisor, 15 respondents are agree with the statement, while 04 respondents shows neutral behaviour and the remaining 02 are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.
8. On the basis of their opinions valued by their managers, it can be found that out of the total 40 respondents, 10 respondents are strongly agree that their manager values their opinions, 20 respondents are agree with the statement, while 8 respondents shows neutral behaviour and the remaining 02 are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.
9. On the basis of the respect given to their coworkers in their organization, it can be found that out of the total 40 respondents, 18 respondents are strongly agree that their coworkers are given respect in their organization while 17 respondents are agree with the statement, 02 respondents lies in Neutral category and the remaining 03 are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.
10. On the basis of the amount of personal growth and development they get in doing their job, it can be found that out of the total 40 respondents, 10 respondents are extremely satisfied with the amount of personal growth and development they get in doing their job, 18 are satisfied with the statement, while 07 respondents are neither satisfied nor dissatisfied with the statement and the remaining 05 are dissatisfied with the statement. There is no one who is extremely dissatisfied with the statement as per the response in this survey.
11. On the basis of the positive vibes and motivational environment they get in their working place, it can be found that out of the total 40 respondents, 10 respondents are strongly agree that their working place is quite positive and motivating for them, 21 respondents are agree with the

statement, while 07 respondents' shows neutral behaviour and the remaining 02 respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

- 12.** On the basis of the excitement and challenges related with their job role, it can be found that out of the total 40 respondents, 14 says that they are strongly agree with their job role which is quite exciting and challenging for them, 11 respondents are agree with the statement, while 12 respondents lies in Neutral category and the remaining 03 respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.
- 13.** On the basis of the increase in productivity as a result of participation, it can be found that out of the total 40 respondents, 11 respondents are strongly agree with the statement that there is an increase in their productivity level after participation. 23 respondents are agree with the statement, while 04 respondents shows neutral behaviour and the remaining 02 respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.
- 14.** On the basis of the reduction in Job Stress due to participation, it can be found that out of the total 40 respondents, 13 respondents are strongly agree that job stress is reduced after participation, 19 says that they are agree with the statement. While 05 respondents are neither agree nor disagree with the statement and 02 respondents are disagree with the statement. The remaining 01 respondents are strongly disagree with the statement as per the response in this survey.
- 15.** On the basis of the development in personality as a result of participation, it can be found that out of the total 40 respondents, 16 respondents are strongly agree that Personality development is an output of participation, 22 respondents are agree with the statement, while 02 respondents shows neutral behaviour. There is no one who disagree or strongly disagree with the statement as per the response in this survey.
- 16.** On the basis of the betterment of Industrial relations after participation, it can be found that out of the total 40 respondents, 17 respondents are strongly agree that participation resulted in better Industrial relations, 18 respondents are agree with the statement, while 03 respondents lies in Neutral category and the remaining 02 respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

17. On the basis of giving fair chance of participation to every employee in their organization, it can be found that out of the total 40 respondents, 17 respondents are strongly agree with the statement that their organization gives fair chance of participation to every employee, 14 respondents are agree with the statement, while 06 respondents are neither agree nor disagree with the statement and the remaining 03 respondents are disagree with the statement. There is no one who strongly disagree with the statement as per the response in this survey.

CONCLUSION:

This study aimed at studying the impact of workers participation in management on their performance. From the findings of the study, it is concluded that workers participation in management has a positive impact on the performance of the employees. Through involvement in decision making, the workers feel satisfied, motivated and willing to work each day. Involvement also establishes better flow of communication & as a result, employees are not hesitated in asking help or giving feedback to their supervisor. Thus, participation resulted in an increase in their productivity, reduces job insecurity, and establishes better Industrial Relations & overall personality development of employees. Thus, the concept of workers participation in management has a significant impact on the performance of the employees and benefited the organization in the long run and contributes in the success of the organization. So, every organization should make efforts in encouraging workers to participate in decision making of the organization and the managers should be given adequate incentives for cooperating with workers.

CHAPTER 6

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