

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

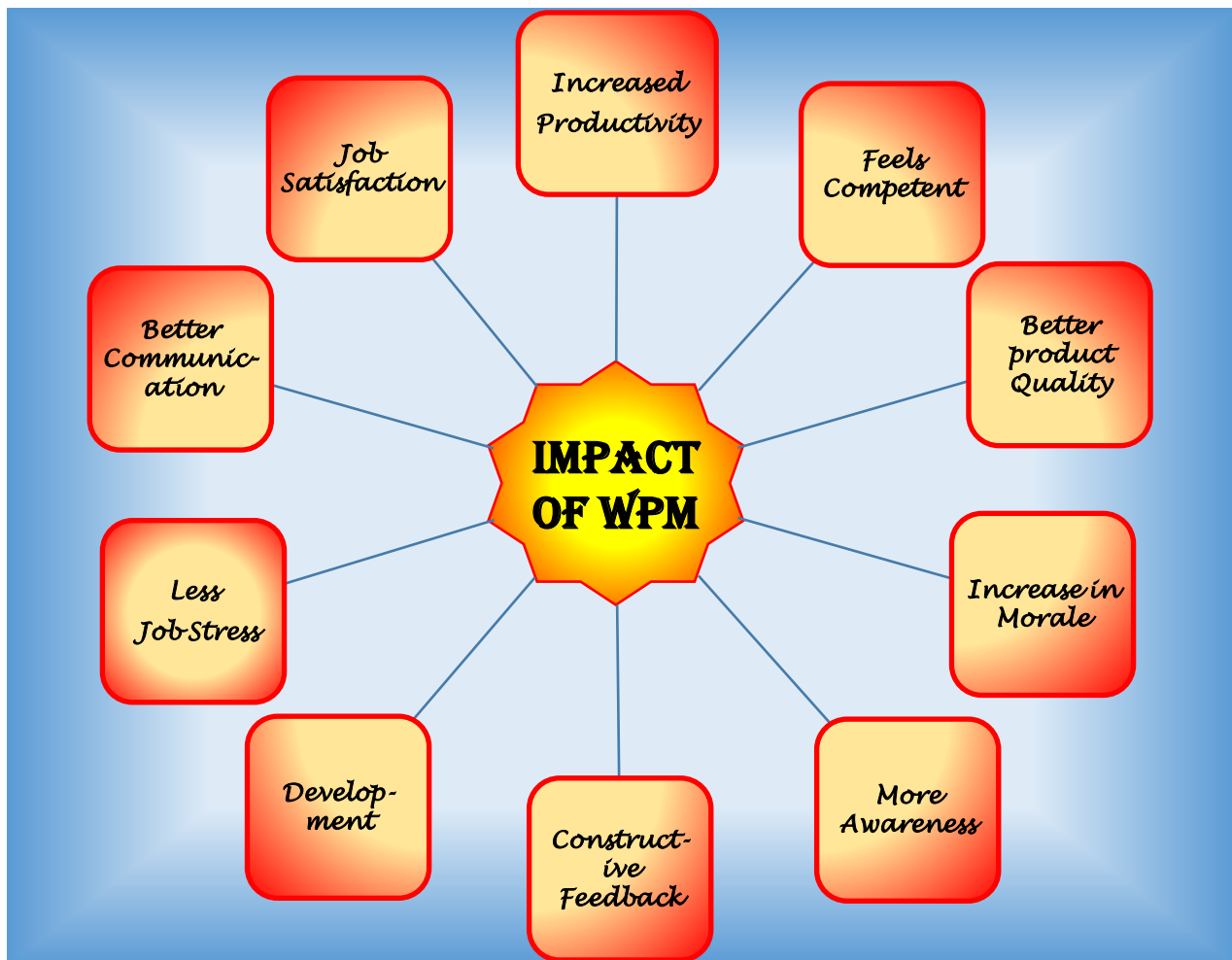


Diagram 4.1 Impact of WPM on the performance of employees

- 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 organisation.
- 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 organisations 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 organisation. 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:

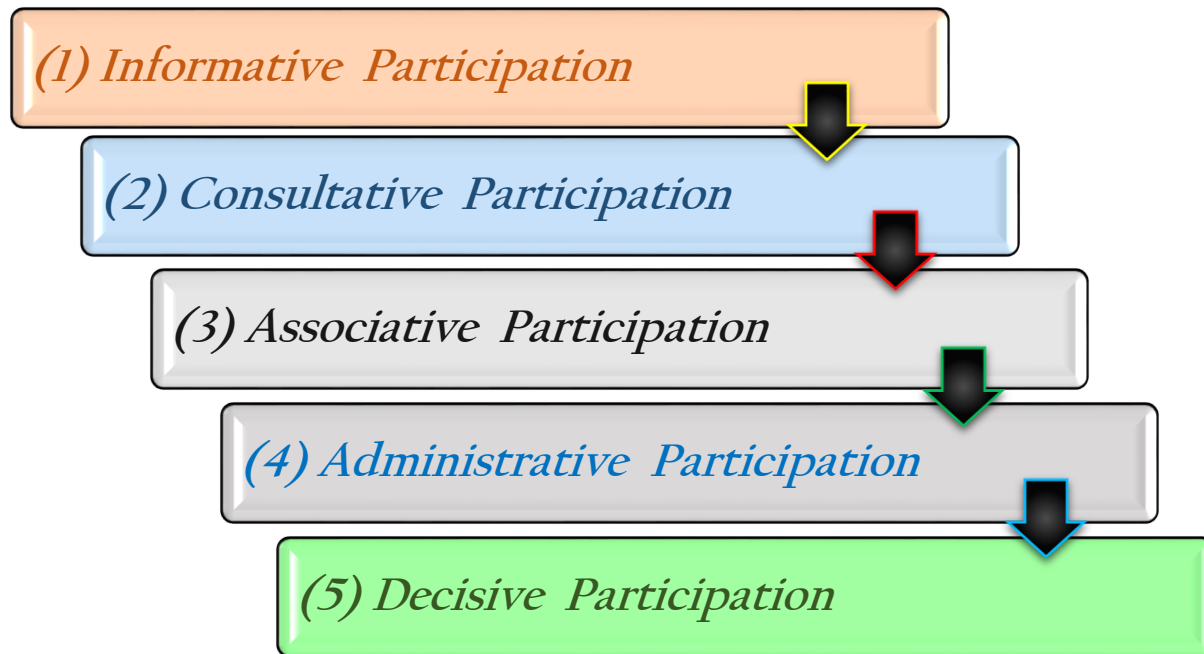


Diagram 4.2 Levels of WPM

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 organisation. 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 organisation.

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

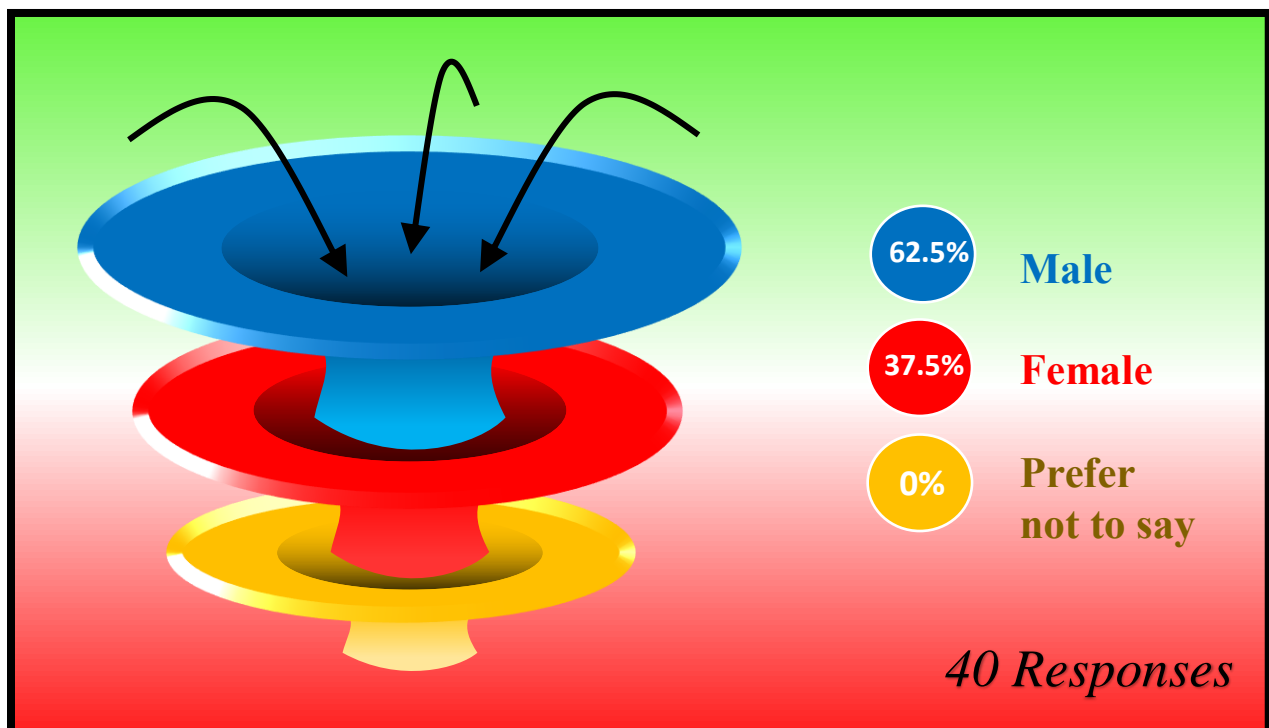


Diagram 4.3 Gender of the Employee

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.

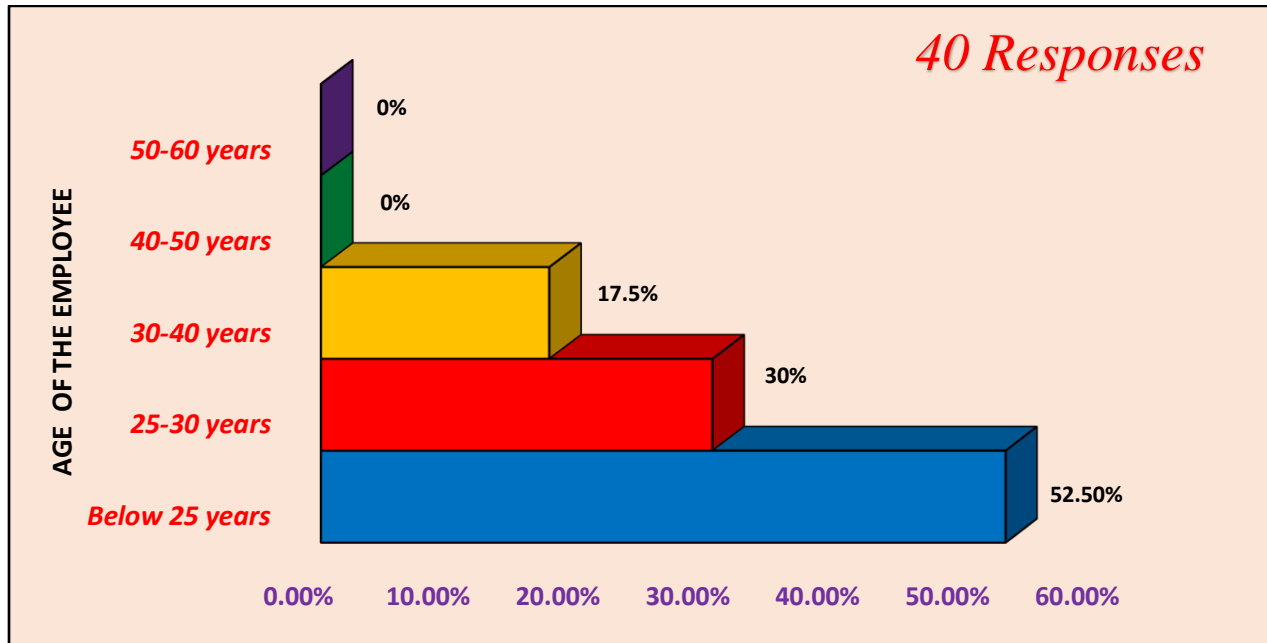


Diagram 4.4 Age of the Employee

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

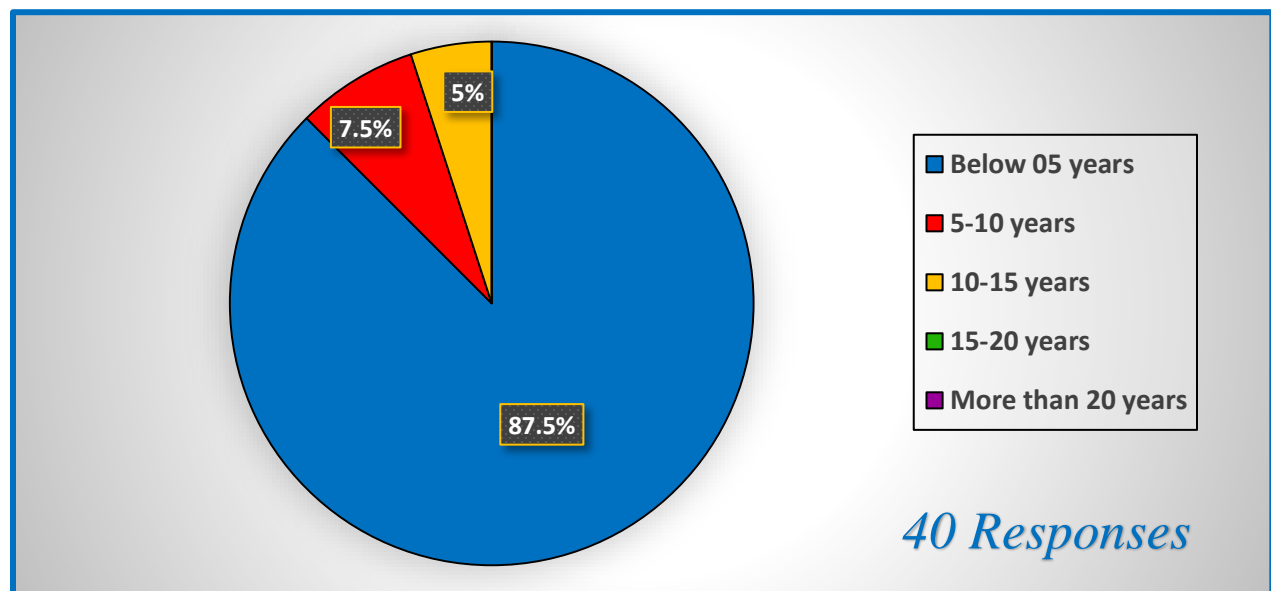


Diagram 4.5 Years of working in the organisation

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.

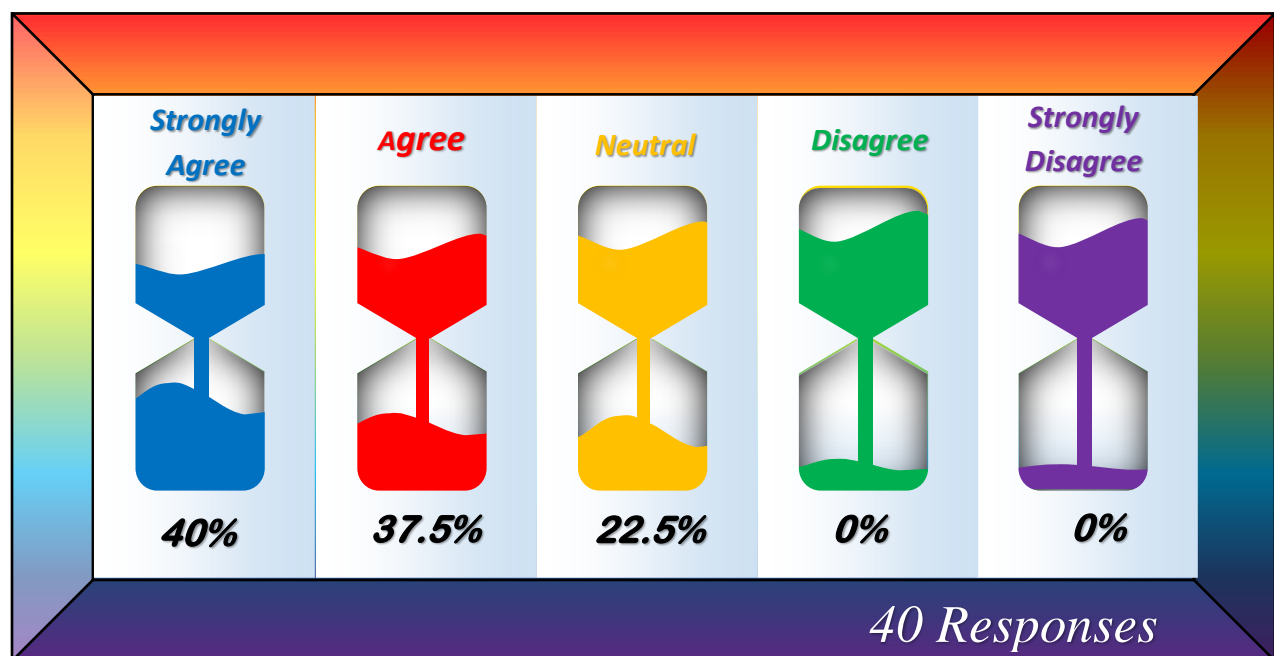


Diagram 4.6 Percentage of people showing proud on their organization

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.

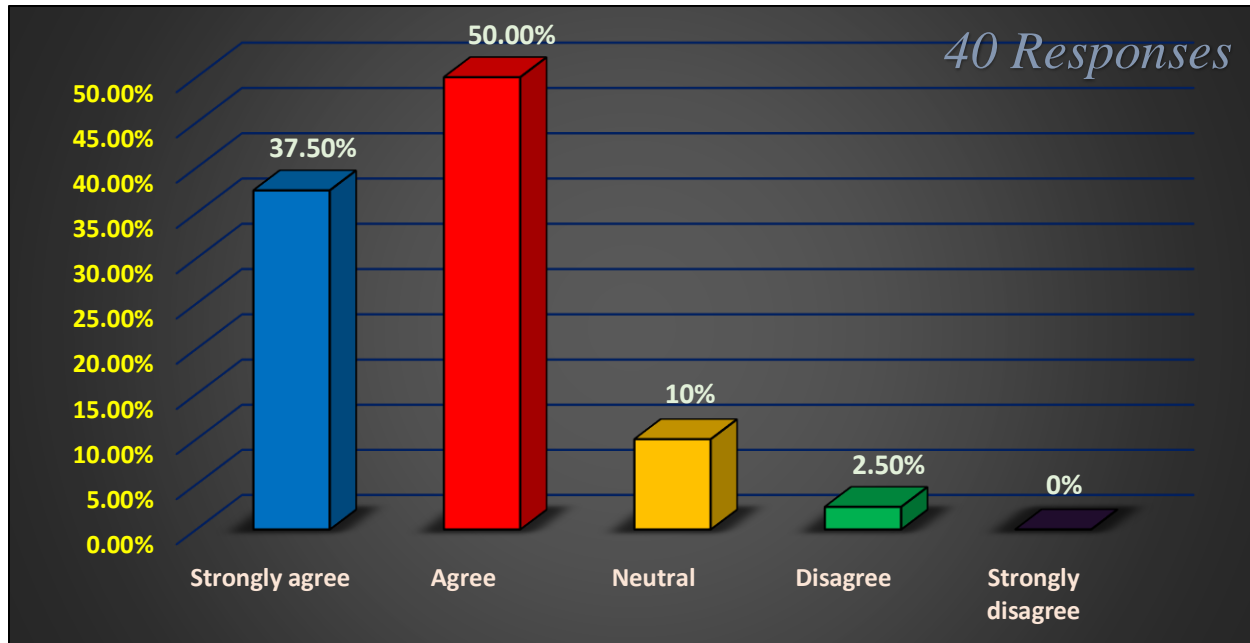


Diagram 4.7 Employees response to come to work each morning

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

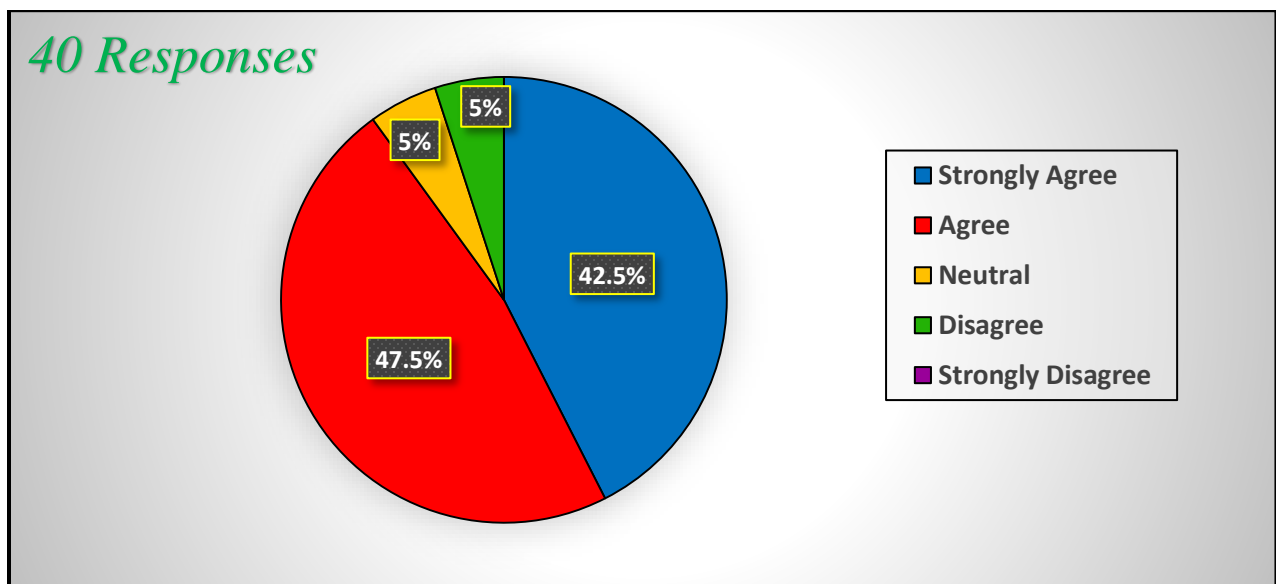


Diagram 4.8 Employees response for asking help to their supervisor

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.

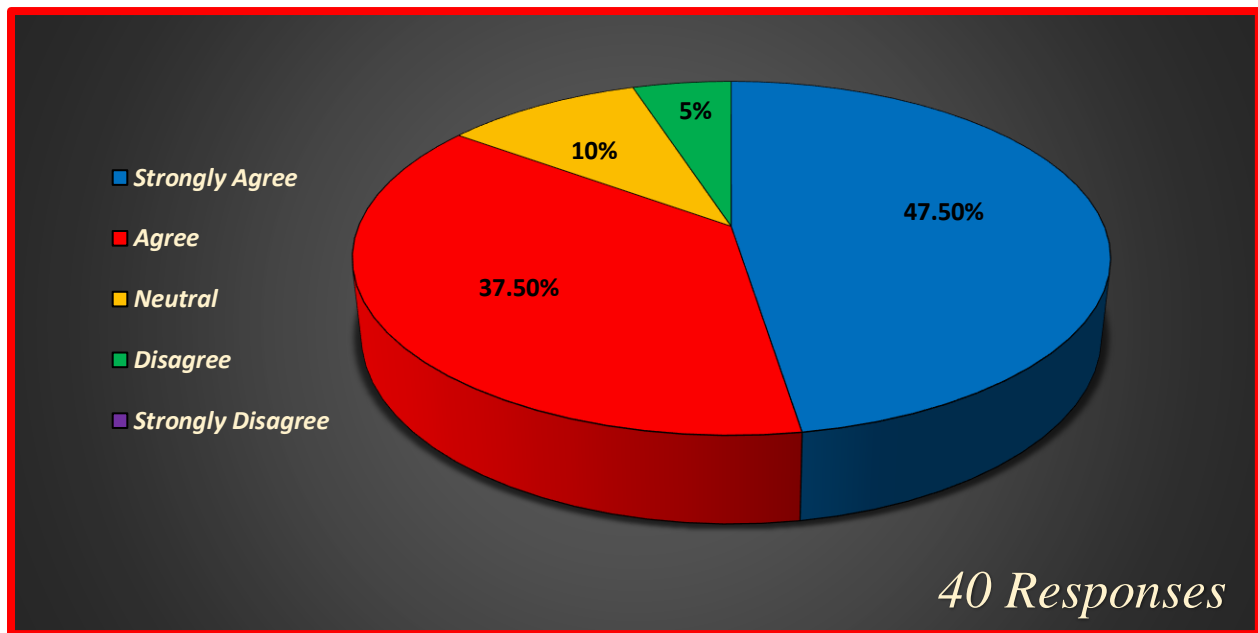


Diagram 4.9 Employees response to giving feedback to their supervisor

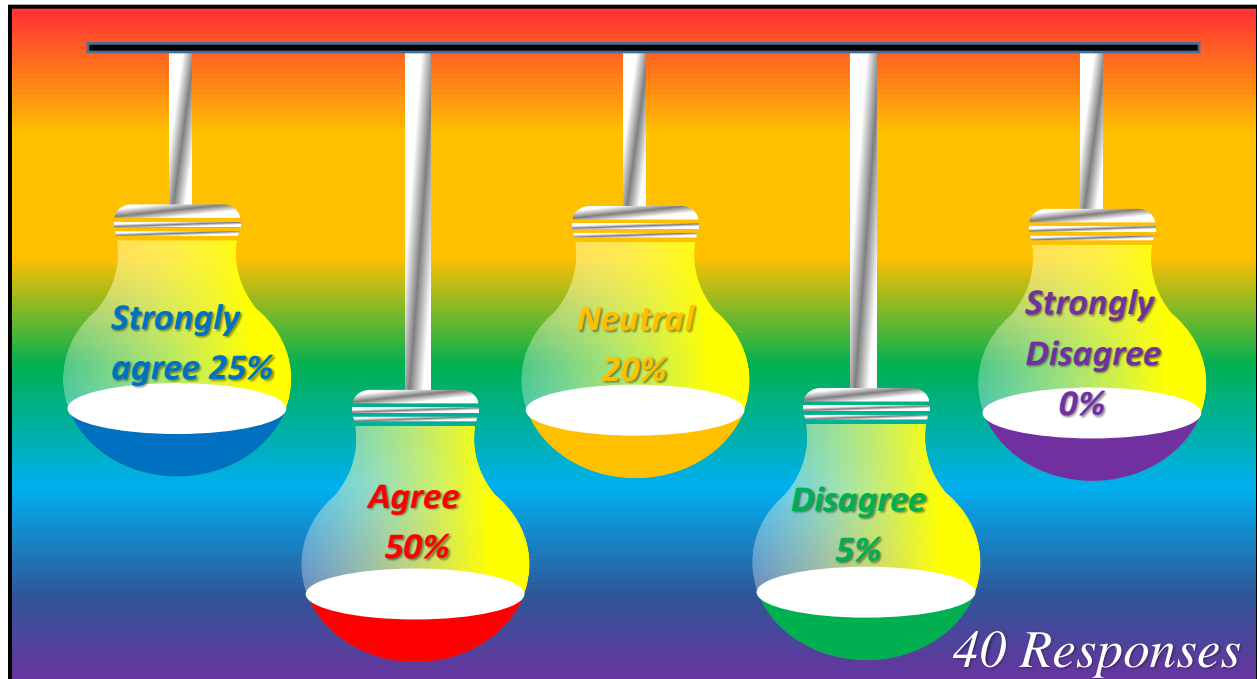
It can be interpreted that on the basis of the primary data collected from the total 40 respondents, 47.5% of the respondents are strongly agree that they feel comfortable while giving feedback to their supervisor, 37.5% of the respondents are agree with the statement, while 10% of the respondents shows 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.

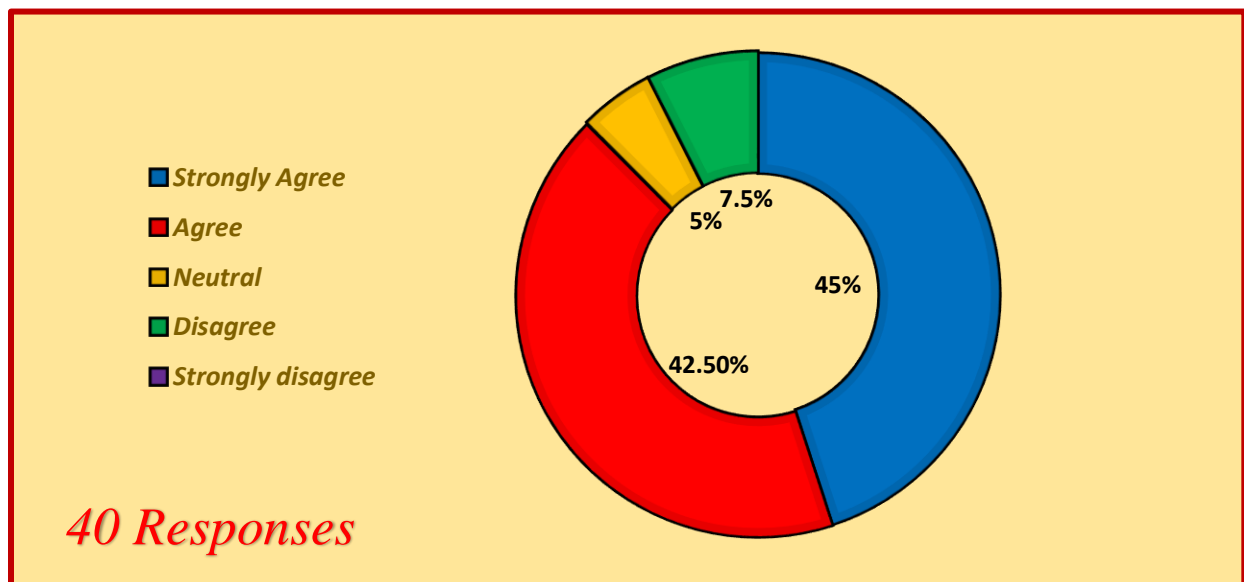


Diagram 4.11 Employees response to whether respect given to their coworkers in their organization

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.

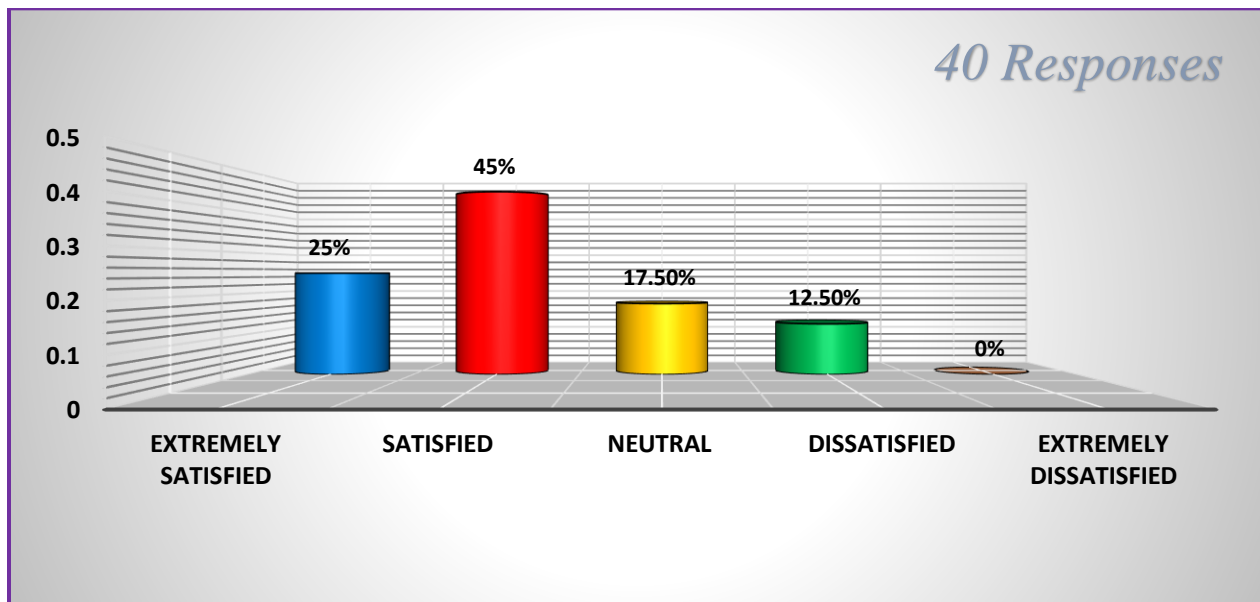


Diagram 4.12 Employees response to the amount of personal growth and development they get in doing their job

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.

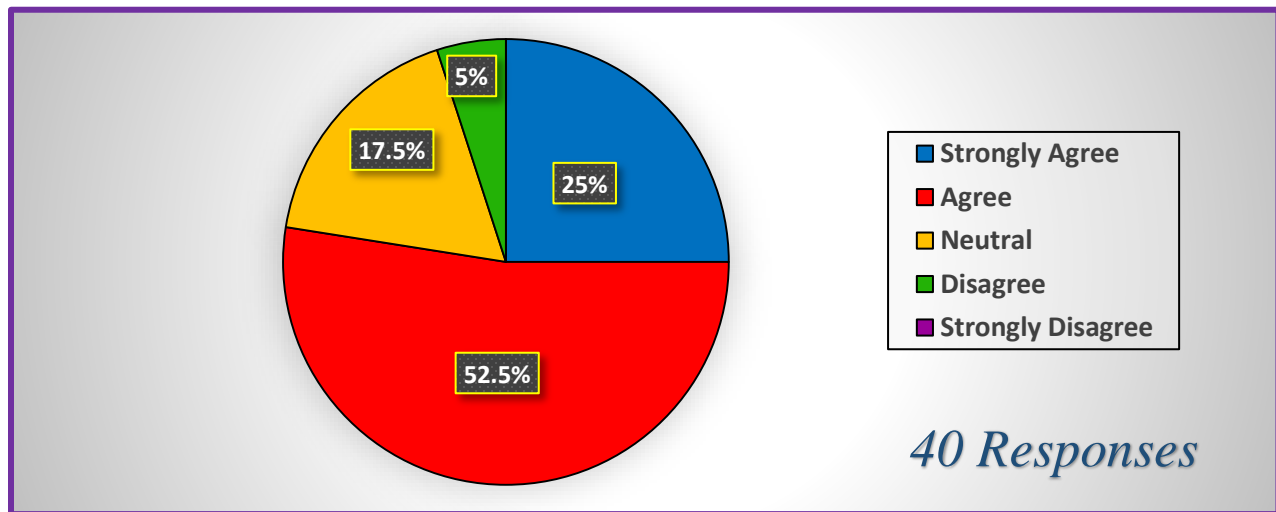


Diagram 4.13 Employees response to whether their working place is positive and motivating

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

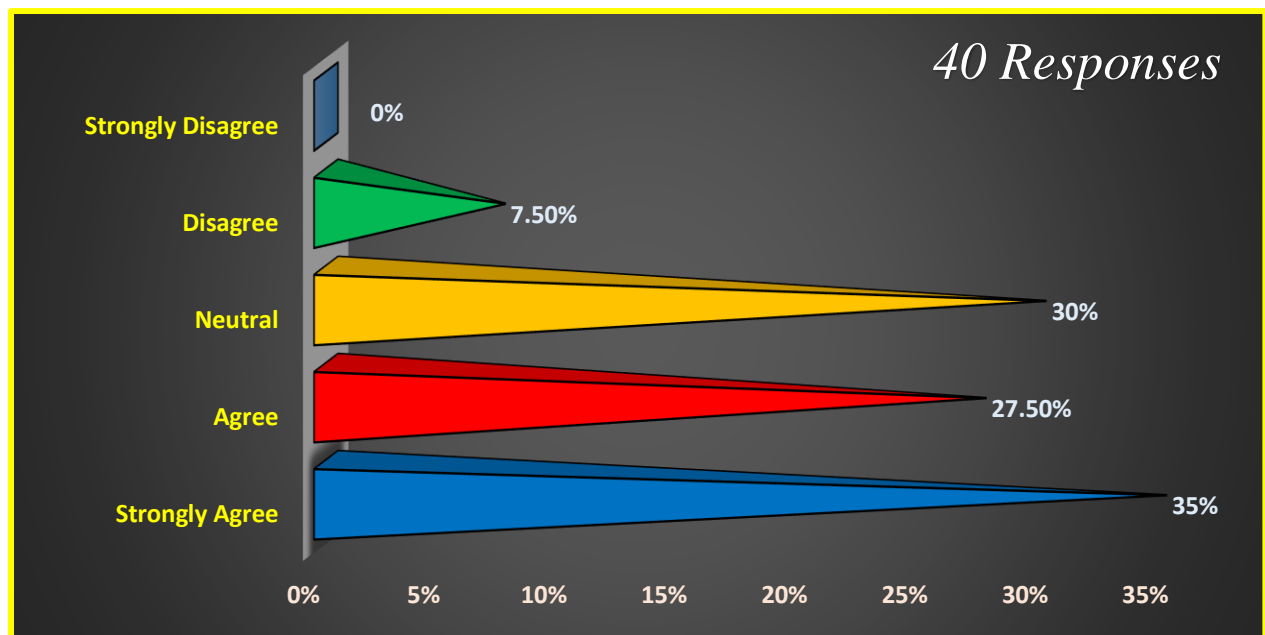


Diagram 4.14 Employees response to whether their job role is exciting and challenging

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.

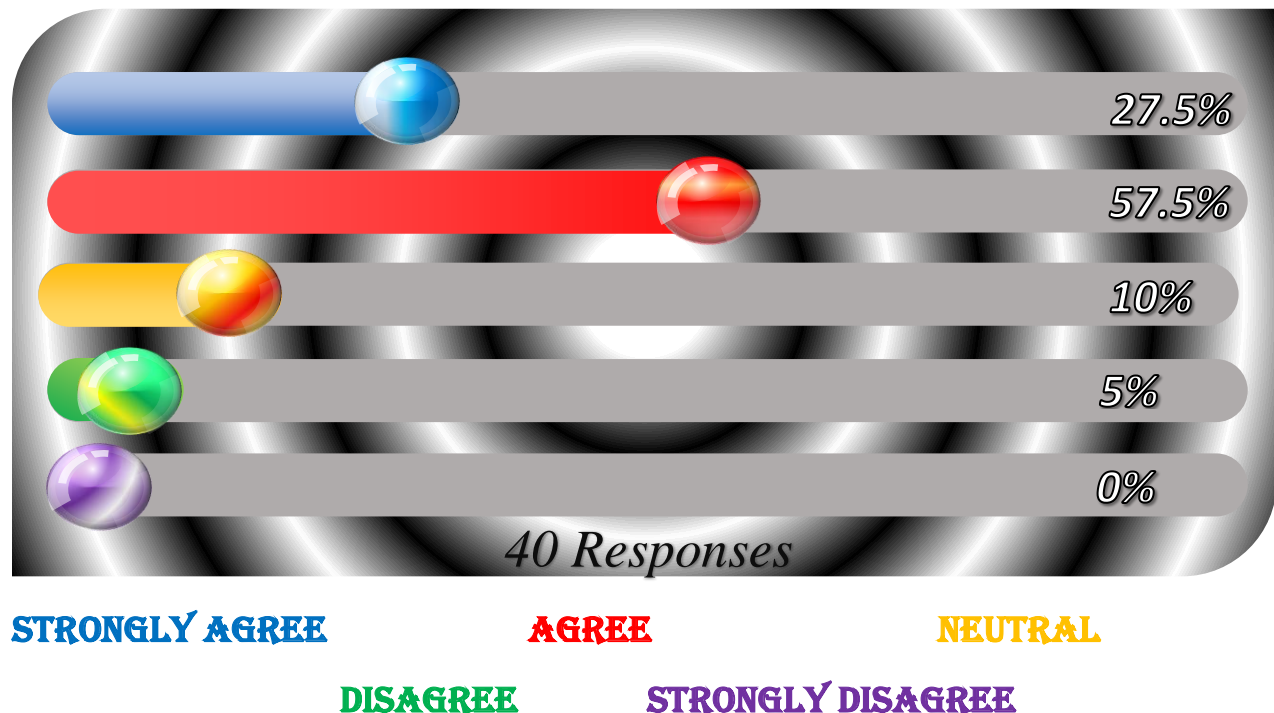


Diagram 4.15 Employees response to participation results in increase in productivity

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.

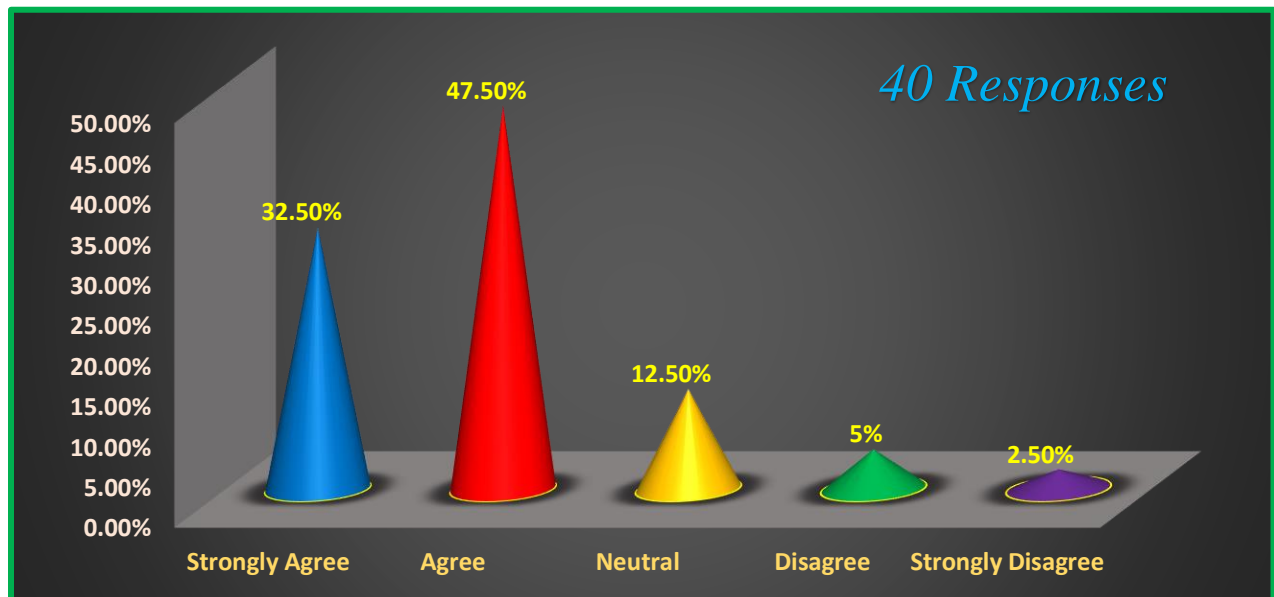


Diagram 4.16 Employees response to Participation reduces Job stress

Q.18 Participation results in personality development.

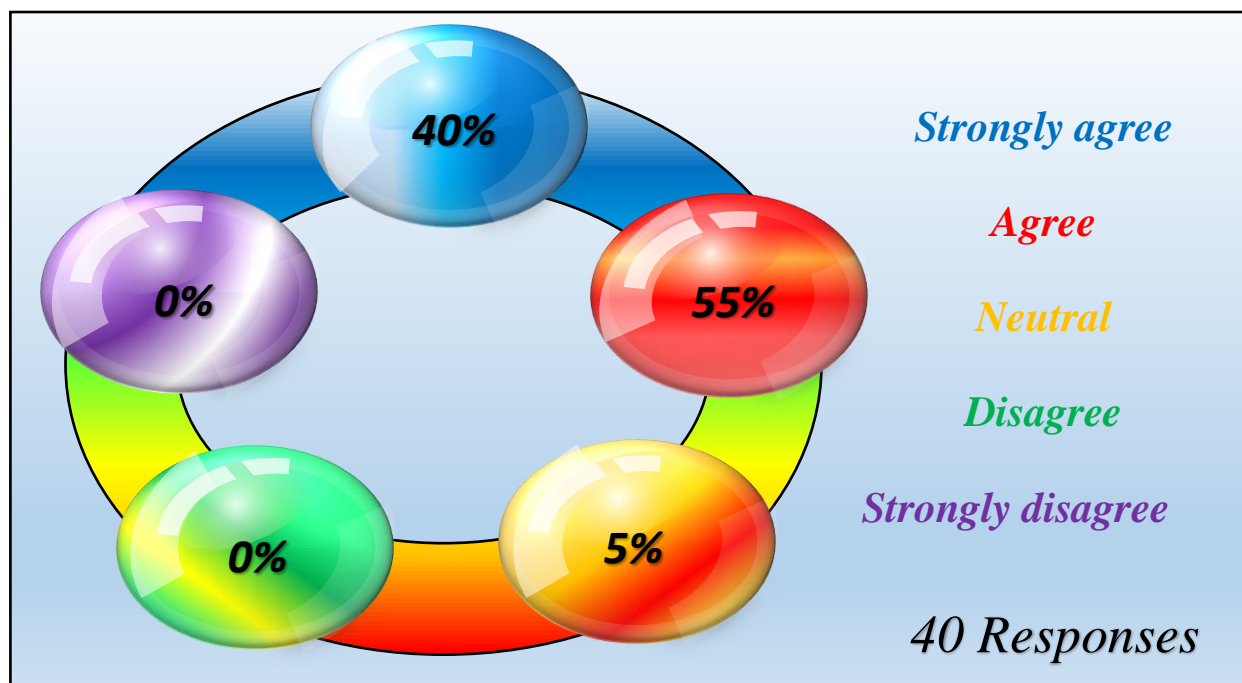


Diagram 4.17 Employees response to Participation results in personality development

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.

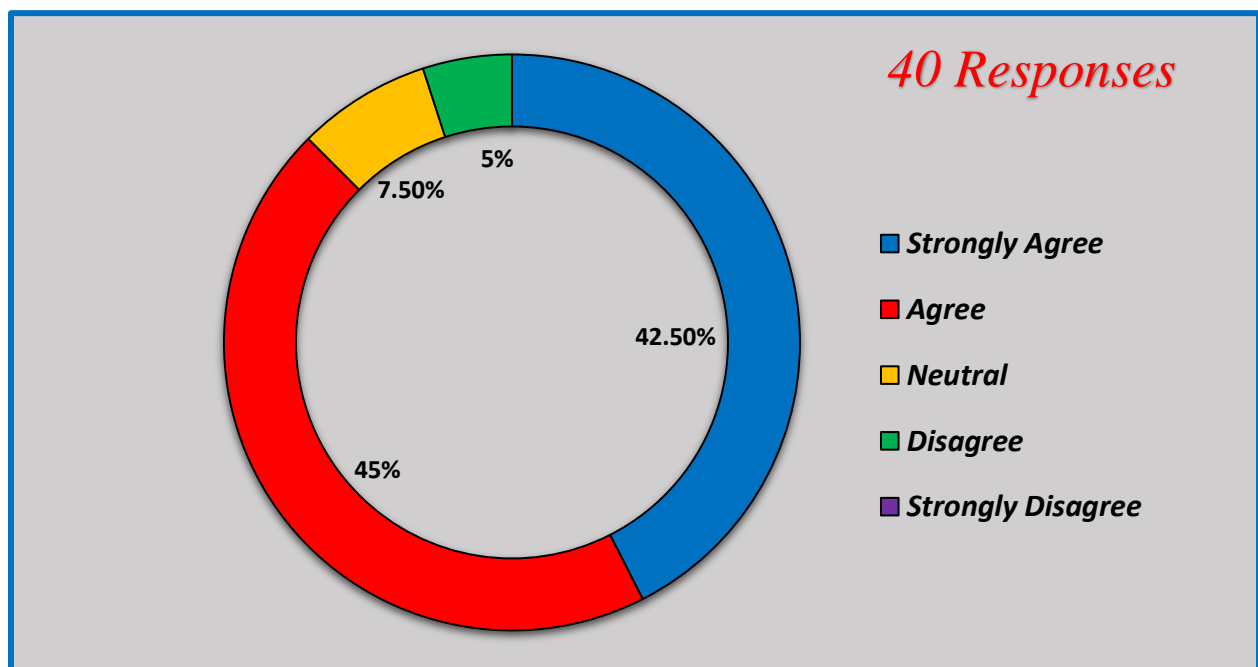


Diagram 4.18 Employees response to Participation establishes better Industrial relations

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.

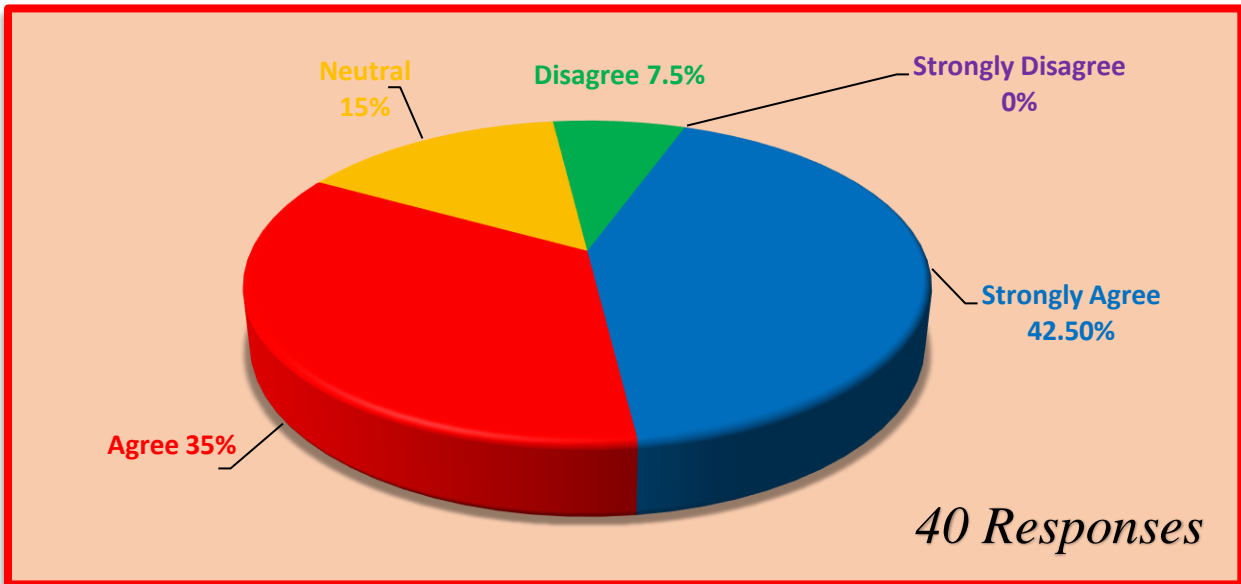


Diagram 4.19 Employees response to whether fair chance of participation is given to every employee in their organization