



## EMPLOYEE INVOLVEMENT AND PARTICIPATION AT WORKPLACE (BHEL ANCILLARY INDUSTRIES)

Dr. S.Sasikumar\* R.Thangasundari\*\*

\*Assistant Professor of Business Administration, Raja's Sarfoji Govt. Arts College (Autonomous), Thanjavur.

\*\*Research Scholar of Business Administration, Raja's Sarfoji Govt. Arts College (Autonomous), Thanjavur

### Abstract

The focus of this research was to analyze employees' involvement and participation at workplace in BHEL ancillary industries. A sample of 200 employees of BHEL ancillary industries was selected in order to find out the relation of independent variables (breadth and depth of EIP practices) over the dependent variable (i.e. job satisfaction), data was collected with a well defined questionnaire. The regression analysis was used as the tools of data measurement and data analysis. The results suggested that the dissatisfaction of job among the BHEL ancillary industries employees can be reduce by embedding EIP practices and by enhancing its frequencies. The EIP practices including team briefing, problem solving groups, surveys of employees opinion and information regarding staffing of the employees could increase the employees satisfaction towards their job. Frequency of team briefing, modes of representative selections for solving the problem permanently and groups could also increase job satisfaction among the employees of BHEL ancillary industries

**Keywords:** Employees Involvement and Participation at Workplace, Job Satisfaction, EIP Practices.

### INTRODUCTION

When an organization truly wants to create a positive work environment that is based on high trust, exceptional customer service, collaborative teamwork, operational excellence, and creative problem solving, then the leadership team must begin to understand, invest in, and be responsive to the needs of the group that represents the organization's most valuable assets, and is also one of its most important customers, the employees. The return on such nominal investments will come in the form of higher levels of employee motivation, creativity, productivity, and commitment that will move the organization forward with greater profitability. A fundamental Total Quality Management precept is that employees must be involved and empowered. Employee involvement means that every employee is regarded as a unique human being, not just a cog in a machine, and each employee is involved in helping the organization meet its goals. Each employee's input is solicited and valued by his/her management. Employees and management recognize that each employee is involved in running the business. Employee involvement is creating an environment in which people have an impact on decisions and actions that affect their jobs. Employee involvement is not the goal nor is it a tool, as practiced in many organizations. Rather, employee involvement is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization.

### REVIEW OF LITERATURE

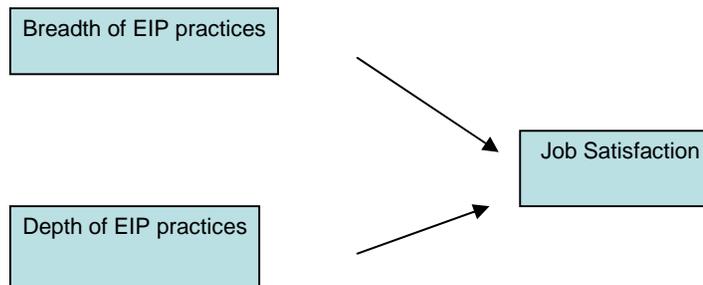
Employee participation is a process in which decisions in an organization are shared among individuals who are otherwise hierarchically unequal. Participatory management practices involve subordinate staff and their managers in sharing information, problem solving and decision making endeavors. Furthermore, employee participation is defined more broadly by McCabe and Lewin (2000), as consisting of two elements. First is the expression of grievances or complaints in a work context by employees to the top management of the organization. The second element is the participation of employees in the decision-making processes of the company or organization. Thus employee participation does not only involve decision making processes but the entire welfare of the employees. Most countries provide policies and bylaws to safe guard employees from harassment and exploitation. The trade Unions have for a long time been the voice of employees in many countries (Armstrong, 2001). Most employees voice their concern and mistreatment through their respective trade unions. The trade unions have significantly changed the way employees are treated and participate in daily management of organizations. According to the Industrial Participation Association (IPA), argues that collective voice of employees achieves what the lone voice could never do. Furthermore, IPA argue that representation is the foundation of a partnership that bring together positive result to the business, and it makes the workplace more humane and civilized (Dundon & Grugulis, 2007). Millward, Bryson & Forth (2000) argued that many companies lacked proper mechanisms to communicate effectively with employees. This had both a conflictual and consensual impact to most companies since employees lacked proper mechanism to express their grievances. Marchington (2004) explains that employee participation could lead to a beneficial impact on productivity, quality and deflect problem that would otherwise explode. Hyman & Thompson explains that the lack of effective mechanism to address workers issue lead to the creation of trade unions. The trade unions were seen as the best agent to provide effective voices as they remained independent of the employer. According to Millward et al (2000), different agency for workers to express their grievances became more complex and diverse. Millward identified several approaches that workers used to express their grievances including via trade union membership, representation and recognition, indirect

or representative participation mechanisms such as consultations; and finally direct employee involvement. According to a survey conducted by the WERS, trade unions have become less powerful and prominent voice channel for workers. This is attributed to the fact that the membership of trade unions has significantly decreased over the years. The report further shows that joint consultation and collective bargaining has also decreased in popularity in many countries. The third strand, which is employee participation/involvement, has become popular around the world. According to Ackers, Wilkinson & Dundon (2006), most companies found it imperative to involve employees to their daily decision making activities and running the organization. Human resource management in most companies discovered that employees become innovative and commit themselves to their work if they are actively involved in decision-making. Over the years employee participation has impacted the workplace both positively and negatively. It is widely believed that employee involvement may affect employee productivity, job sanctification and employee commitment to the organization. These factors significantly affect the way an organization or company perform their businesses. Wilkinson, Dundon, Marchington, & Ackers, (2004) further explains that employee participation reduces the chances of industrial disputes resulting from poor communication between staff and management. Improvement of decision making processes, increase of creativity, lowers employers' stress and ensures better use of time and resources. The next section will briefly discuss the impact of employee participation/involvement in workplace.

### Hypothesis

H1: Greater breadth and depth of EIP practices is positively related with job satisfaction

### Theoretical Framework



The breadth of EIP practice is measured by a number of EIP practices operating at the work place. These include:

- System of briefings
- Groups that solve some specific problems
- Information about internal investment plans
- Formal survey of employees views or opinions
- Information about the financial situation of the establishment
- Information about the financial situation of the whole organization
- Information about staffing plans

The EIP practices can provide an opportunity to the employees to be involved at their work place.

### Depth of EIP Practices

The depth of EIP practices can indicate that how much embedded a single EIP practice is within the workplace. The depth of EIP practices can be assessed by:

- Frequency of team briefing
- Amount of time allocated to employee questions in the team briefing
- Frequency of joint consultative committees
- Mode of representative selection for joint consultative committees
- Proportion of employees participating in problem-solving groups

EIP depth can reflect the sequential involvement of the frequency and regularity with which EIP practices occur at the work place.

**Table: Expected Relation with the variables**

Variable	Expected Relation	Explanation
Breadth of EIP	Positive	If there are more practices of EIP in work , the employees will be more satisfied with their jobs
Depth of EIP	Positive	If EIP practices are more frequently practiced then it means that there is more job satisfaction among employees.

### Research Question

Is the breadth and depth of EIP practices positively related with the job satisfaction among the employees of BHEL ancillary industries.

### Methodology

The data was collected by a well defined questionnaire.

#### 1. Model

Simple linear regression model was used to find out the relation of independent variables i.e. breadth of EIP practices and depth of EIP practices on dependent variable i.e. job satisfaction.

#### 2. Sample

The sample size was 200 employees working in the BHEL ancillary industries

#### 3. Subject

The subjects are employees working in BHEL ancillary industries at subordinate level.

### DISCUSSION ON RESULTS

The results of model show that its R square value is .52 that means that 52% variation in job satisfaction is explained by Breadth of EIP practices and Depth of EIP practices. The f value of ANOVA model is 4.821 and over all significance is .000, this means that present model significantly explain our variables and can be applied. The above model shows the coefficient value of each independent variable over the dependent variable, which is explained as under.

**Table: Regression Results**

Multiple r	0.719		
Coefficient of Determination, R <sup>2</sup>	0.517		
Adjusted R <sup>2</sup>	0.410		
F-value	4.821		
Significance F	0.000		
Variables of Study	Coefficient	t-value	p-value
Constant	2.398	20.645	.000
Team Briefing	.613	4.434	.000
Problem Solving Groups	.615	1.709	.092
Survey	.660	1.621	.110
Join Consultative Committee	-.342	-.915	.364
Information on Investment Plans	-.431	-1.085	.282
Information on Financial Situation of Establishment	-.255	-.531	.597
Information on Financial Situation of Organization	-.646	-1.847	.069
Information on Staffing	.415	.958	.342
Frequency of Team Briefing	.176	1.202	.234
Amount of Time Allocated to Employee Questions in Team Briefing	-.258	-1.391	.169
Frequency of JCC	-.605	-4.052	.000
Mode of Representative Selection for JCC	.219	1.985	.052
Permanency of Problem Solving Groups	.630	3.848	.000
Proportion of Employee Participating in PSG	-.346	-2.673	.010

### Breadth of EIP Practices

If we add 1 units of team briefing, it will add .613 units in job satisfaction. Adding one unit to problem solving groups will add .615 units in job satisfaction. . The surveys about employees' opinion during last five years will add .660 units in job satisfaction. Adding one unit of Joint Consultative Committees (JCC) of employees and management will decrease .342 units in job satisfaction. If we add one unit of information on investment plans to the employees by the management, it will decrease .431 units in job satisfaction. Adding one unit of information on financial situation of establishment will decrease .255 units in job satisfaction. Adding one unit of information on financial situation of organization can decrease .646 units of job satisfaction. However, adding one unit of information on staffing can increase .415 units in job satisfaction.

### Depth of EIP Practices

The results suggest that if we add one unit to frequency of team briefing, it will add .176 units to job satisfaction. Adding one unit to amount of time allocated to employee questions in team briefing will decrease job satisfaction by .258 units. If we add one unit to frequency of JCC, it will decrease job satisfaction by .605 units. Adding one unit mode of representative selection for JCC will increase job satisfaction by .219 units. Adding one unit to permanency of problem solving groups will increase job satisfaction by .630 units. Lastly one unit addition in proportion of employee participating in PSG will decrease job satisfaction by .346 units. The sum of all positive variables is 3.328 while sum of all negative values is -2.883. The difference between two is .445 which is positive. Thus the statistics of the model prove the hypothesis.

### Job Satisfaction among BHEL ancillary industries employees

Very Dissatisfied	1
Dissatisfied	21
Neither Satisfied Nor Dissatisfied	49
Satisfied	7

The above pie chart shows that out of 78 respondents of BHEL ancillary industries employees none of the employee is strongly satisfied with the job, and only 7 employees are satisfied with their job. It means that 90 percent of employees are not satisfied with their present job.

### CONCLUSION

The dissatisfaction of job among the BHEL ancillary industries employees can be reduce by embedding EIP practices and its enhancing frequencies .The EIP practices including team briefing , problem solving groups, surveys of employees opinion and information regarding staffing of the employees can increase the employees satisfaction towards their job. Frequency of team briefing, modes of representative selections for JCC and permanency of problem solving groups can also increase job satisfaction among the employees of BHEL ancillary industries.

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