Worker's Participation In Decision Making Process

Deepak Singh

Research Scholar

Dept. of Commerce & Management.

BRA Bihar University, Muzaffarpur.

ABSTRACT

Worker's involvement is the process by which employees participate in decision-making rather than merely following instructions. Worker involvement is a step in the empowerment process at work. The mental and emotional involvement of people in group situations that motivates them to contribute to group goals and share responsibility for them, according to New-storm and Davis, is referred to as participation. In this review paper we will studied about Employee Participation in Human Resource management, decision making. Worker Participation is play crucial role in every business.

Keywords:-Participation, Empowerment, Involvement, Commitment.

INTRODUCTION

Empowerment includes later transferring control from the central office to various leaders inside the company. Group work is an essential step in the strengthening process. There are numerous approaches to gain quality investment, For example, ask employees to place suggestions for solutions to obstacles in a proposal box. At monthly meetings, recommendations need to be reviewed and dealt with. The delegates whose proposals are implemented deserve to be recognized by the administration. Worker support is to some extent a reaction to the quality development inside associations. Singular representatives are urged to assume liability for quality regarding completing exercises, which meet the necessities of their clients. The interior client is somebody inside the association that gets the 'result of administration' gave by their "provider" inside the association Several support models are conceivable, including: first, a model where employees, taking into account all factors, shape a portion of the supervisory board or regulatory board; also, a model where the representatives are addressed by a different body; lastly, different models to be concurred between the administration or authoritative sheets of the originator organizations and the representatives or their agents in those organizations, the level of data and conference being the same as on account of the second model. The general meeting may not favor the arrangement of a SE unless one of the models of cooperation characterized in the Directive has been picked.

LITERATURE REVIEW

According to Harber, Marriot and Idrus (1991), for instance, employee participation is now considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of job satisfaction (Harmon et al., 2003; Zainnudin & Isa, 2011), commitment of the employee as well as their motivation (Batthi & Qureshi, 2007).

As Guest and Pecci (1992) point out, the primary objective is to "achieve a high level of organizational engagement". Employee engagement certainly creates positive perceptions of the organization.

Many organisations in the early 80s were looking for ways to increase productivity in increasingly competitive global markets, leading to a surge in the adoption of participative management systems. At the same time, there were a number of courses on the subject, offering turnkey, low-cost approaches for managers, such as Pringle (1989, Nykodyme, 1994) and Lawler (1985).

The first EI schemes to achieve widespread adoption in the UK, via the United States of America (USA) and Japan, were quality circles (QCs) and other upward problem solving forms. QCs aim to tap into employee knowledge and opinion through the mechanism of small groups, and are aimed at increasing employee motivation, morale, loyalty and commitment (Marchington et al., 1992; Holden, 1994:567). However, after an early interest in QCs by British managers popularity was on the decline by the mid–1980s.

Employee commitment has been described as consisting of two constructs affective and continuance (Allen & Meyer, 1990). Management practice studied by Doucouliagos (1995) kindled a renewed interest in employee involvement issues. This is due to the growing evidence that employee participation increases their effort, which subsequently improves efficiency and productivity, reduces the cost of monitoring employees and leads to increased commitment.

McNeal and Gloria (2003) found African American nurse faculty members productivity have correlation with satisfaction and management practices such as leadership, communication and decision-making process have much impact on employees' satisfaction in exercising their job.

Sonia (2010) found significant positive correlation of job satisfaction with affective commitment and normative commitment, and negative correlation with continuance commitment in the employees of information technology industry in Bangalore, India. It indicates that higher the level of job satisfaction greater the level of affective commitment and normative commitment.

As Armstrong (2008) suggested, organizational commitment plays an important part in Human Resource Management philosophy. Human Resource Management policies are designed to maximize employee commitment, flexibility and quality of work.

Several hundred suggestions were received each year, and several cost-saving programmes were adopted as a result (Sodhi and Joshi, 1995, p. 84). But the suggestion scheme could not compete with the much more substantive quality circle discussions introduced later.

BENEFITS OF WORKER'S PARTICIPATION

Worker association expands work fulfillment and workforce degrees of consistency. Thirty-seven percent of organizations see the enlistment and maintenance of workers as an essential objective of their representative inclusion programs (Community Involvement Index 2003).

- Participation may enhance correspondence and collaboration; laborers speak with each other as opposed to requiring all interchanges to course through administration, hence sparing administration time.
- A rousing and getting condition is made which keeps back best representative with a sentiment ownness by contribution.

- Participative specialists direct themselves, hence decreasing the requirement for chiefs thus cutting overhead work costs. Cooperation shows laborers new aptitudes and helps prepare and recognize pioneers.
- Reduced working expenses, particularly in connection to HR enrollment and emergency administration.
- A real reason representative association has developed is on account of it has been appeared to expand worker sense of duty regarding their associations. Improved reputation and license to operate.
- Employee empowerment helps to cultivate innovation.
- Participation enhances people's sense of power and dignity, thus reducing the need to show power through fighting management and restricting production.
- Involving employees in decisions and policy changes that directly affect their job, while empowering employees to be more autonomous, greatly improves morale at large.

DISADVANTAGE WITH WORKER'S PARTICIPATION

- Not everyone has strong desires for creativity and achievement, or they satisfy these sufficiently off the job.
- Employees often don't have much invested in the overall success of the company.
- 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.
- Participation is time consuming, and if decisions are made by groups, reaction to changing environments may be particularly slow.
- Employees may not feel committed to doing their best for the company.
- Retraining of employees and managers can be expensive.
- Once a precedent of participation is established, withdrawal of the right to participate becomes difficult.
- Employees can present false interest.
- Employees may have conflicting interests. Cohesive, participative groups may unite against management to restrict production and prevent change.

CONCLUSIONS

From above investigation about Worker's Participation we think about favorable position and disservice about worker Participation. We inferred that in a perfect world there are benefits going from facilitating the acquiescence to take choices to build inventiveness. It gives the idea that worker inclusion and cooperation truly engages representatives in the work environment and makes a just procedure where a worker association and support share basic leadership and present the positive result of the business.

REFERENCES

[1]. Employee participation http://businesscasestudies.co.uk/businesstheory/people/employee-participation.html#axzz4ADNLB0Md

[2]. Employee Participation: Meaning and Features of Employee Participation by Smriti Chand Employee Management http://www.yourarticlelibrary.com/employeemanagement/employee-participation-meaning-and-features-ofemployee-participation/32397/

[3]. What Is Employee Participation & Empowerment? by Andrine Redsteer , Demand Media http://smallbusiness.chron.com/employee-participationempowerment-42037.html

[4]. Employee Participation And Involvement In Human Resource Management Management https://www.ukessays.com/essays/management/employeeparticipation-and-involvement-in-human-resource-managementmanagement-essay.php

[5]. Employee Participation — Towards a Future Culture by Martin Webster http://www.leadershipthoughts.com/employeeparticipation/ [6]. Dodi W. Irawanto —EMPLOYEE PARTICIPATION IN DECISION-MAKING: EVIDENCE FROM A STATE-OWNED ENTERPRISE IN INDONESIA‖pp 160-172 https://www.efst.hr/management/Vol20No1-2015/8_Irawanto.pdf

[6]. Ardichvili, A., Page, V. et al. (2003): Motivation and Barriers to Participation in Virtual Knowledge-sharing Communities of Practice. Journal of Knowledge Management, vol. 7, no. 1, pp. 64 - 77. 2.

[7]. Armstrong, M. (2009). A Hardbook of Human Resource Management Practice.10th edition. London: Kogan Page Ltd.

[8]. Gani, D. S. (2004): Leadership in Indonesia: A case for managing relationship within organizations. In: Tjosvold, D., Leung, K. (Eds.): Leading in High Growth Asia: Managing relationship for teamwork and change. Singapore: World Scientific Publishing Co.

[9].Benefits of Employee Involvement
 http://www.browardpartners.com/information/resources/benefits_o f_employee_involvement.pdf

[10]. Shadur, M. A., R. Kienzle, et al. (1999): The Relationship Between Organizational Climate and Employee Perceptions of Involvement. Group & Organization Management, 24 (4), pp. 479- 503.