

# A STUDY ON DYNAMICS OF EMPLOYEE INVOLVEMENT AND PARTICIPATION IN TURBULENT SITUATION IN ANCILLARY INDUSTRIES OF BHEL, TIRUCHIRAPPALLI

Dr.R.THANGA SUNDARI  
ASSISTANT PROFESSOR  
PG & RESEARCH DEPARTMENT OF MANGAMENT STUDIES  
BON SECOURS COLLEGE FOR WOMEN  
THANJAVUR .

## ABSTRACT:

Employees are considered as the main asset to most of the organization. It is the reason why organization needs to retain and give more importance of them in the organization. If the employees are considered to offer for various decisions they feel that they more important and feel proud to work to the organization. Such kind of participation will definitely motivate the employees, which in turn improves the performance of the employees and organization. In an environment where organizations are increasingly under pressure to improve performance to remain financially viable and competitive, it is critical for the employers and managers to recognize the role they can play in influencing the discretionary work effort of their employees. This research enhances our understanding of how these work environment characteristics impact on the different facets of the dynamism in employees involvement and participation towards the organization. This chapter points out the research problems and raises questions to be answered. Based on the problems and questions, the objectives have been framed. The present study is restricted only to the employees of the Ancillary Industries of BHEL, Tiruchirappalli.

**Keywords :** *Competency, Appraisal, , Employee Involvement, Employee Participation.*

## INTRODUCTION

*"Something about management look so easy that we all think we could succeed where others fail. But management is really not easy. They must be good at strategy, persuasion, and negotiation. Vision, fortitude, passion, intelligence, ethical standards, courage and tenacity are also de rigueur"*

*(Reichheld & Teal, 1996)*

In the present competitive scenario, the management of Indian organizations is expected to be more productive and efficient for their survival. Thus it becomes apparent that Indian organizations would undergo massive changes in themselves. In this context, it would be important to identify the factors of the

organizational environment that has the most positive impact on the performance of an organization. Human resource is considered as the backbone of any economic enterprise. The optimal utilization of natural resources and the factor inputs of capital technology depend on the extent of use of human resources. High performing organization today is recognizing the need to use the best HR to enhance their competitive advantage. The businesses in this century are knowledge based. These days the organizations are facing challenges to the form of talent retention, increasing quality, increasing productivity and thus profitability. It is clear that an organization's success depends on its ability to efficiently manage the resources and have competitive and progressive attitude. This can be achieved only if the employees upgrade their knowledge, skill and know the areas of weakness. Thus it becomes imperative for organizations to have synchronization between performance and expectations of employees. Hence, the performance review of the employees should be measured by the organization. The purpose of a performance review is to measure the gap between what an employee has done and what is expected in the job. The present study is restricted only to the employees of the Ancillary Industries of BHEL, Tiruchirappalli. The present study are restricted only to the employees of the Ancillary Industries of BHEL, If the employees are considered to offer suggestion of various decisions they feel that they more important and feel proud to work for the organization. Such kind of participation will definitely motivate the employees, which in turn improves the performance of the employee organization. Employees are encouraged to share their ideas of the decision making process of the firm by participating in activities such as establishing goals, formulating work schedules, and making suggestions. Some other forms of participative management include increasing the responsibility of employees by forming self-management teams, assessment centers, and seek for performance feedback. The ideas that generated by employees were considered and adequate respect will be provided by the management. It can be done if the managers have strong cooperative relationship of their subordinated. Major advantages in the participative management include increased productivity, quality, enhancing communications and cutting production cost. Participative management sticks employees being responsible and accountable for their work. The study aims to examine the concept of workers participation in management and perception of employees of the Ancillary Industries of BHEL Tiruchirappalli.

## REVIEW OF LITERATURE

Edward G. Wertheim (2000) in his article, "Worker Participation and Industrial Relations – The Trend toward Decentralization", recent developments in worker participation in the context of overall patterns in industrial relations.

Raghavan. A.V.S. (2004) have suggested in his study, "Workers' Participation in BHEL" Workers' participation in management is enshrined in the Indian constitution which provides for "the participation of workers in the management of undertakings, establishments, or other organizations engaged in any industry." After a brief survey of several approaches in the private and the public sector organizations, an

experiment carried out at one of the public sector organizations (Bharat Heavy Electricals Limited) is described here.

Clyde summers (2008) The study titled, “worker participation in corporate management - the united states version” The National Labor Relations Act established a statutory framework for employee representation through unions in a system of collective bargaining.. But the union may have a more effective voice in management decisions through its strength at the bargaining table than it would through minority representation in the corporate board meeting. Chris

Jecchinis (2004) Research work titled, “Employees’ Participation in Management: International Experiences and the Prospects for Canada” The experiences of certain successful West European practices in employee's participation within undertaking recommend the establishment of complementary institutional arrangements in the existing system of labor-management relations in Canada which, at the present, is based only on the institution of collective bargaining.

Milton Berber (2001) the article titled, “Collective Bargaining, Mutuality, and Workers Participation in Management: An International Analysis” worker participation in management has expanded in varying degrees, in different forms and at different levels. collective bargaining and mutualism have expanded dramatically and workers participation in management seems destined to advance.

Surya Mukherjee (2000) brought out a study on, “Workers' Participation in Bharat Heavy Electricals Ltd. (BHEL): The promotion of employee participation in management as a national objective in contemporary India seems to be acquiring increasing importance Public policy on labour. The Government of India has been continuously laying special emphasis on strengthening the practice of labor participation in manufacturing and service organizations.

Roethlisberger, Coch and French and others conducted research on this topic. Their collective results suggested the general proposition that participation tends to improve performance and job satisfaction (Coch, 1948). Later research in organizations has repeatedly supported this proposition, as suggested by the authors of a comprehensive review “participation can have statistically significant effects on performance and satisfaction (Wagner, 1994). Participative practices may also provide power opportunities earlier to minority workers in an increasingly diverse workforce, since such workers need not wait until reaching higher organizational levels before being allowed to contribute meaningfully. Participation also seems to help satisfy the awakening employee need for meaning and fulfillment at work. The use of participative practices is noteworthy. The educational level of the workforce often provides workers with unique capacities that can be applied creatively to work problems. These employees also acquire a greater desire for influencing work-related decisions and an expectation that they will be allowed to participate in these decisions (Newstrom& Davis, 2004).

## Data Collection Techniques

The sources of data are primary as well as secondary. Primary data are collected through a survey of the rural customers, using a well framed questionnaire. Information is also gathered through secondary sources like books, journals, magazines, dailies, and from the Internet.

## Descriptive statistics results:

This was on a five (5) point Likert scale (where 1= strongly disagree 2= Disagree, 3= Neutral, 4= Agree and 5= strongly agree)

## OBJECTIVES OF THE STUDY

### Following are the objectives of the research:

1. To know the socio economic status of the employees of the Ancillary Industries of BHEL, Tiruchirappalli.
2. To identify the factors influencing employees involvement and participation in the Ancillary Industries of BHEL, Tiruchirappalli.
3. To analyze the employee attitude towards the Ancillary Industries of BHEL, Tiruchirappalli.

## LIMITATIONS OF THE STUDY

Following are the limitations of the research:

- The present study is restricted only to the employees of the Ancillary Industries of BHEL, Tiruchirappalli, for analysis. So we can't generalize the result to other firms under this industry.
- The time period for study was very limited. The respondents of the questionnaire were very busy and could not afford more time.

## SOURCES OF DATA USED

Both types of data i.e., secondary and primary data have been used in the present study. The secondary data was collected at first form the text books, web sites, journals and other secondary sources.

## HYPOTHESIS OF THE STUDY

- There is no significant relationship between the mean score of Socio-Economic values of the employees and the attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli.
- There is no significant difference between mean ranks towards the attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli.



- There is no significant relationship between the mean score of Socio-Economic values of the employees and the opinion of employees towards motivation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli.
- There is no significant relationship between the mean score of Socio-Economic values of the employees and the opinion of employees towards motivation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli.

## DATA ANALYSIS AND INTERPRETATION

The term analysis refers to the computation of certain measures along with searching for patterns of relationship that exist among data groups. The data after collection has to be processed and analyzed in accordance with the outline laid down in research plan or research design. This is essential for a scientific study and for ensuring that we have all relevant data for making comparisons and analysis.

**TABLE -1**

**Friedman test for significant difference between mean ranks towards the attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli**

**Null Hypothesis:** There is no significant difference between mean ranks towards the level of attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli.

**Alternative Hypothesis:** There is a significant difference between mean ranks towards the attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli.

Attitude of employee towards involvement and participation in turbulent situation				
Attitude of employee towards involvement and participation in turbulent situation	Mean Rank	Chi-Square	d f	Asymp. Sig
Learning new things.	3.69	64.926	6	.000
Freedom in job	3.34			
Job importance	5.00			
Job responsibility	3.57			
Productivity in job	3.99			
Ideas to improve productivity	3.91			
Responsible on quality of the product	4.50			

KMO and Bartlett's Test The dimensionality of attitude of employee towards involvement and participation in turbulent situation of ancillary industries in BHEL, Tiruchirappalli was examined using factor analysis based on seven individual statements and the reliability of the subsequent factor structures was then tested for internal consistency of the grouping of the items. The seven factors of attitude of employee towards involvement and participation in turbulent situation of ancillary industries statements are related to the following:

1. Learning new things
2. Freedom in job
3. Job importance
4. Job responsibility
5. Productivity in job
6. Ideas to improve productivity
7. Responsible on quality of the product

**KMO and Bartlett's Test of attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.661
Bartlett's Test of Sphericity	Approx. Chi-Square	188.490
	Df	21
	Sig.	.000
a. Based on correlations		

Source: Output generated from SPSS 20

High value of KMO ( $0.729 > .05$ ) of indicates that factor analysis is useful for the present data. The significant value for Bartlett's test of Sphericity is 0.000 and is less than 0.05 which indicates that there exists significant relationships among the variables. The resultant value of KMO test and Bartlett's test indicates that the present data is useful for factor analysis.

**Total variance explained for attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli**

Total Variance Explained									
Component	Initial Eigenvalues <sup>a</sup>			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.425	31.118	31.118	2.425	31.118	31.118	1.987	25.492	25.492
2	2.276	29.199	60.316	2.276	29.199	60.316	2.304	29.563	55.055
3	1.274	16.348	76.664	1.274	16.348	76.664	1.684	21.609	76.664
4	.792	10.160	86.824						
5	.410	5.255	92.078						
6	.330	4.238	96.316						
7	.287	3.684	100.000						

Extraction Method: Principal Component Analysis.

Source: Output generated from SPSS 20

All the statements of the attitude of employee towards involvement and participation in turbulent situation of ancillary industries are loaded on the two factors.

**Rotated Component Matrix of attitude of employee towards involvement and participation in turbulent situation of ancillary industries**

Rotated Component Matrix		
Attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli	Raw	
	Component	
	1	2
Ideas to improve productivity	.813	.071
Productivity in job	.684	-.045
Job responsibility	.505	-.379
Freedom in job	.473	.333
Job importance	.039	1.353
Learning new things	-.094	.292
Responsible on quality of the product	.608	-.356

Extraction Method: Principal Component Analysis.  
 Rotation Method: Varimax with Kaiser Normalization.  
 a. Rotation converged in 5 iterations.

The total variance accounted for, by all the two factors with Eigen value greater than 1 is 55.945 percent and the remaining variance is explained by other variables. Among the two factors, the first factor accounts for around 35.108 percent of variance which is the prime criteria considered in attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli.

**The statements are converted into 2 factors using factor analysis.**

**The following five aspects related to attitude of employee towards involvement and participation in turbulent situation of ancillary industries are converted into a single factor.**

1. Job responsibility
2. Freedom in job
3. Job importance
4. Productivity in job
5. Learning new things

**The following two aspects related to attitude of employee towards involvement and participation in turbulent situation of ancillary industries are converted into a single factor.**

1. Ideas to improve productivity
2. Responsible on quality of the product

Apart from that, the dimension “attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli” comprises 7 statements. Out of seven statements, statements two contribute more towards attitude of employee towards involvement and participation in turbulent situation of ancillary industries of BHEL, Tiruchirappalli. The statements are (1) Job responsibility and (2) Ideas to improve productivity.

From the above result, it is determined that out of the seven attributes of attitude of the employees, the most influencing factor is identified as „Job responsibility and Ideas to improve productivity“. This may be due to the fact that the above said aspects makes an employee to get more involved with the organization providing their excellence for the productivity of the organization. Therefore the above said factors are identified as the most influencing variable with the help of factor analysis.

## CONCLUSION

Organizations that seek employee involvement and participation during tough times in the industry have to examine their existing culture, structure and processes. Employee involvement needs to be planned for and included in the implementation of the company strategy. Employee involvement reduces resistance to change as is evident by the various examples and outcomes of this research. It needs to be nurtured and



maintained through communication and training and cannot be taken for granted. This results in a transformative change process and has the potential to create a learning and innovative organization. Researchers need to find out what metrics can effectively monitor employee involvement. This study helps introduced the idea of using a business excellence measure for indicating employee involvement and participation.

## References

1. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 600-618.
2. 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.
3. Stewart, G. G., & Manz, C. C. (1997), "Understanding and overcoming supervisor resistance during the transition to employee empowerment", In R. W. Woodman & W. A. Pasmore (Eds.), *Research in organizational change and development*, Vol. 10, pp. 169-196. Greenwich, CT, Elsevier Science/JAI Press.
4. Strauss, A.L., & Corbin, J. (1990), "Basics of qualitative research: grounded theory procedures and techniques", Sage Publications, Newbury Park CA.
5. Thorsteinson, T. J. (2003). Job attitudes of part-time vs. full-time workers: A meta-analytic review. *Journal of Occupational and Organizational Psychology*, 76, 151-177.
6. Verma, R.K. and P. R. Syha. (1991). *Workers Participation in Management*. New Delhi: Oxford Publication Co.
7. Verplanken, B., Holland, R. W. (2002): Motivated decision-making: effects of activation and self-centrality of values on choices and behaviour. *Journal of Personality and Social Psychology*, 82 (3), pp. 434-447w.