

A Study on Employee Participatory Decision Making Followed In Innoprime Plast Private Limited

S.Deepan Raj¹, Dr.S.Rathika², Dr.S.Sara³

^{1,2} Dept of MBA

^{2,3} Associate Professor/Head, Dept of MBA

^{1,2,3} Prince Shri Venkateshwara Padmavathy Engineering College Chennai-127

Abstract- Employee participatory decision making is the important factor that lies in the current organization. This participatory stands on organization communication among all the workers and the management which is the essential part to build good working community. With respect to the growth of the company and to enhance work performance employee must get decision making in both positive and critical, Appreciation and Gratitude which is necessary.

The negativity in the employee employer participation in organization the management might fail to know the issues with regard to the employees who do not achieve long term achievement in the enterprise so, this study attempts to inspect “A STUDY ON EMPLOYEE PARTICIPATORY DECISION MAKING IN IPPL TO THE (INNOPRIME PLAST PRIVATE LIMITED)”

In this current competitive world the accomplishment of good participation is based on employee job satisfaction. Employees are treated as assets of the company. The employees must try their level best to adjust with each other and should compromise to the extent. And the employees need to enter the office positively. Observation says that the among the employees goes in a long way in motivating the employees and increases the confidence level and morale of the employees

The research design is used for the study was descriptive research design. The descriptive research means the research which is done to know the current situation of the study. The data has been collected using structured questionnaire. The sample taken for this study was 200 out of population approximately 280 employees in INNOPRIME PLAST PRIVATE LIMITED The type of sampling technique used for the study was simple random sampling. The statistical tools used are correlation, regression, chi-square, anova few findings are Most of the respondents (36%) strongly agree that it is important to build friendly increase participation in the performance within the work place.

I. INTRODUCTION

Employee participatory decision making refers to the participation of non-managerial employees in the decision making processes of the organization. The participation of the employees in the functioning of the organization gives employees mental and psychological satisfaction. They feel pleasurable and contented that their tasks are not just limited to the performance of their job duties, but they are participating in the activities and matters of the organization as well. The participation of the employees in the management is regarded as the most accepted principle of industrial relations in modern industry not only in India, but in other countries of the world as well. Participation is referred to the mental and the emotional involvement of the individuals in a group situation. The individuals get motivated to contribute towards the achievement of group goals and objectives and share responsibilities and work duties. They need to ensure that they participate efficiently and it may prove to be advantageous to the organization.

Employee participation is referred to as the system, where the employees obtain the rights to participate in the decision making processes regarding the issues, which are of concern to the employees. These include, salaries and reimbursements, working environmental conditions, health and safety, well-being, job concerns, job responsibilities and rights and opportunities. Employee participation is a matter of providing opportunities to all the members of the organization to contribute effectively towards promoting welfare and goodwill. Better participation and greater responsibility in the decision making processes on the part of the employees will lead to development of loyalty, trust and confidence, and a sense of responsibility towards supervisors, managers and organization in general. When the employees are participating in the decision making processes, they have to be moral, ethical and principled of the management. Participative management serves as a motivating drive for employees to achieve certain organizational objectives by involving them in the process. The key concept behind this type of management is that it is about maximizing physical capital and the use of intellectual and emotional human capital. Participatory

decision making is when organizations directly delegate to non management a significant amount of decision making. Studies have however shown that only about 10% of organizations implement it in their organizations.

Participative management involves management treating the ideas of employees with respect and consideration in decision making process. Some researchers believe that participative management to employee participatory decision making.

II. NEED FOR THE STUDY

Studying employee participatory decision making is essential for understanding its impact on organizational performance, employee satisfaction, and overall workplace dynamics. It can uncover insights into how involving employees in decision-making processes influences productivity, innovation, and organizational culture. Additionally, research in this area can provide valuable insights into effective strategies for implementing and managing participatory practices in diverse organizational contexts by the develop effective strategies for fostering a positive work environment.

III.OBJECTIVE OF THE STUDY

- To improve participation of workers in management.
- To make them competitive over other internal environment
- To assess the level of employee engagement and motivation in decision
- .To analysis the leadership support and organization culture

IV. SCOPE OF THE STUDY

This study is going to cover the entire management decision making on employee productivity in an organization in the regard necessary information needed will be used in respect to the important of employee participating I n decision making of the organization. It possible at all level of management.

V. LITERATURE REVIEW

Saha and Kumar (2023), conducted a study on "influence of participation in decision making on job satisfaction, group learning, and group commitment." The finding shows job satisfaction had a tremendous and enormous courting with participation in decision making. Further, participation in decision making caused a significant effect on group learning but had no effect on group commitment. Job satisfaction had a

positive and significant impact on group commitment. The group learning was undoubtedly and significantly associated with job satisfaction and group commitment. The results propose that employee participation within the selection-making method is pretty desirable because it elevates employee identification with their respective organization.

Pacheco and webber (2022) conducted study on participative decision making and job satisfaction. The finding indicates that irrespective of whether the worker has Participation in Decision Making (PDM), the marginal effects of individual and situational variables are comparable in phrases of their impact on job satisfaction. However, the effect of marital status and education level follow incredible developments when rising through the ranges of occupational popularity.

Wellins-Byham and Wilson (2021) argued that in some joint governance programs, workers are involved at the shop floor levels in issues relating to production and equality. However, in this instance, rarely were these workers provided with any concrete decision making power. In some of the programs, employees were given advisory roles, which in few cases may confer them with an influential voice. But this is still far short of sharing decision making power which a full worker participation arrangement would imply.

Yesufu (2020) If management must participate in decisions for determining the share of the worker from the results of the co-operative use of labour and capital, then the worker is equally entitled to participate in the decisions relating to share of capital, namely, profit and indeed all decisions hither to arrogated to itself by the employer or management relating to the whole organization and operation of the enterprise; determining objectives and policies, the relative share of the co-operating factors of production.

Srimannarayana (2019) made an attempt to study the role of workers prevailing in the organization in India. The study reveals that the organizations in manufacturing sector could provide better workers' participation in comparison to the organizations dealing in service and technology sector. The author further says that the earlier studies and the present studies shows that overall workers involvement in the organization has improved marginally over a period of time. It is fundamental truth that the workers are the most important assets in the organizations. Workers are pivotal variable without which the inanimate assets are worthless. Workers' participation has gained a considerable importance both in developing and developed countries of the world.

Noah (2018) the employee involvement in decision making serves to create a sense of belonging among the workers as well as a congenial environment in which both the management and the workers voluntarily contribute to healthy industrial relations. Thus, the involvement of workers in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high productivity.

Ruth Alas (2017) made an attempt to study, “The impact of employee participation on job satisfaction during change process” Estonia has succeeded in replacing a planned economy with a free market economy. Still, a lot has to be done to achieve a quality level comparable with developed countries in the European Union. The main problem is: how to change Estonian business organizations even faster than organizations change in developed countries. To meet this challenge, we must rely on both the theories and the experiences of developed countries a modern forward-looking business does not keep its employees in the dark about vital decisions affecting them. It trusts them and involves them in decision making at all levels.

G. Rathnakar (2016) the concept of worker participation represents a popular theme in the analysis of the world of work among scholars in the fields of Industrial Sociology, Industrial Relations as well as Management. It refers to any arrangement which is designed to involve low cadre employees (workers) in the important decision making within the workplace. This implies that rather than saddling only a group within the enterprise (for instance, Management) with the responsibility of making decisions, all those who are to be affected by these decisions (including the workers) would be involved in its formulation and implementation.

VI. RESEARCH METHODOLOGY

Research Methodology:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In this study the various steps that are generally adopted by a researcher in studying the research problem along with the logic behind him.

Research Design:

Research Design is defined as the “arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”.

Type of research design:

- Exploratory research design
- Descriptive and diagnostic research design
- Experimental/causal research design

The research design followed for the study is a descriptive type of research. It is typically concerned with determining the frequency with which something occurs or how two variables vary together. Descriptive research studies are those studies which are concerned with the characteristics of a particular individual, or of a group.

Sample size:

Number of the sampling units selected from the population is called the size of the sample. Sample of 200 respondents were obtained from the population.

STATISTICAL TOOLS: SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCE):

Statistical package for social sciences (SPSS) is meant for statistical analysis of data. It has got tools to obtain accurate results. SPSS is a computer program used for survey authoring and deployment, data mining, text analytics, statistical analysis, and collaboration & deployment. The following statistical tools were used in this study:

- 1) Simple Percentage
- 2) Chi-square
- 3) Correlation analysis
- 4) Regression analysis
- 5) Anova

Percentage analysis:

In case Percentage refers to a special kind of ratio. Percentage is used in making comparison between two or more series of data. In this study, the number of people who responded in a particular manner is interpreted in the form of percentages.

Chi-square Test:

The chi – square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population or when the researcher is unable to estimate the population’s parameters. The main advantages of using non parametric test is that, the researcher can analyse qualitative data. It is used to determine

whether the two variables are associated with each other or not. It helps in finding the association between two or more attributes.

Correlation analysis:

Correlation analysis is made to determine the degree of relationship between two or more variables. It does not tell about cause and effect relationship. The values of coefficient of correlation lie between +1 to -1. When $r = +1$, it means there is a perfect positive correlation between the variables. When $r = -1$, it means there is a perfect negative correlation between the variables. When $r = 0$, it means no relationship between the two variables.

Regression analysis:

Regression linear regression is a statistical procedure for calculating the value of a dependent variable from an independent variable. Linear regression measures the association between two variables. It is a modeling technique where a dependent variable is predicted based on one or more independent variables. Linear regression analysis is the most widely used of all statistical techniques.

ANOVA:

Analysis of variance (ANOVA), ONE-WAY AND TWO WAY

Analysis of variance (ANOVA) has been carried out to compare more than two means at a time. One-way analysis of variance involves only one categorical variable or a single factor, whereas in two-way analysis of variance, two factors on the dependent variable are studied.

The process of analysis is given here under:

One-Factor ANOVA (F-statistics):

| Sources of variations | Degree of freedom (df) | Sum of square | Mean square (variance) | F-statistic |
|-----------------------|------------------------|---------------|------------------------|-------------|
| Among (Factors) | c-1 | SSA | $MSA=SSA/(C-1)$ | MSA/MSW |
| Within (Factors) | n-c | SSW | $MSW=SSW/(N-C)$ | |
| Total | n-1 | $SST=SSA+SSW$ | | |

Where,

n = total number of observations in all groups
 c = the number of groups
 $c - 1 = df1$
 $n - 1 = df2$

MSA is the mean squares among or between variances. MSW is the mean squares within or error variances.

VII. LIMITATION OF THE STUDY

- The study was made depending on the primary and secondary data collected go wrong in some cases.
- It is difficult to understand the different opinion of the employees.
- The study might be limited by the number of participants involved. Potentially impacting the to the findings.

**VIII. DATA ANALYSIS AND INTERPRETATION
 PERCENTAGE ANALYSIS**

(a) Table showing Age of the respondents

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------|-----------|---------|---------------|--------------------|
| 18-24 | 54 | 27.0 | 27.0 | 27.0 |
| 25-30 | 87 | 43.5 | 43.5 | 70.5 |
| 31-35 | 39 | 19.5 | 19.5 | 90.0 |
| ABOVE 40 | 20 | 10.0 | 10.0 | 100.0 |
| Total | 200 | 100.0 | 100.0 | |

Interpretation:

Out of 200 respondents, 43.5% are between 25 to 30 years, 27% are between 18 to 24 years, 19.5% are between 31 to 35 years, 10% are between 40 years.

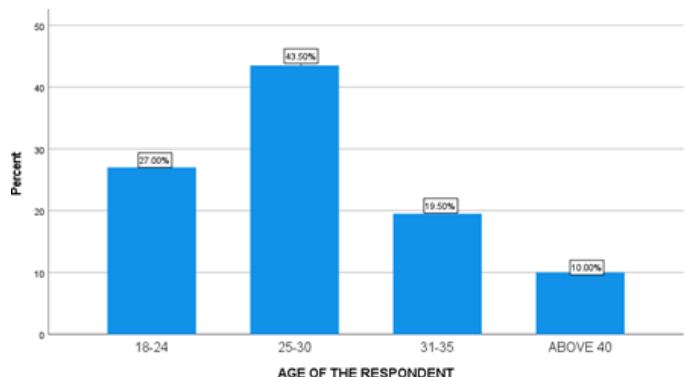


Chart showing Age of the respondents

(b) Table showing Experience of the respondents

| Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|---------|---------------|--------------------|
| Valid FRESHERS | 47 | 23.5 | 23.5 |
| 2-4 YEARS | 84 | 42.0 | 65.5 |
| 5-6 YEARS | 54 | 27.0 | 92.5 |
| MORE THAN 6 ABOVE | 15 | 7.5 | 100.0 |
| Total | 200 | 100.0 | 100.0 |

Interpretation:

Out of the 200 respondents, 42% of respondents have 2-4 years of experience, 27% of them have 5-6 years of experience and 23.5% of them have fresher and 7.5% more than 6 above of experience.

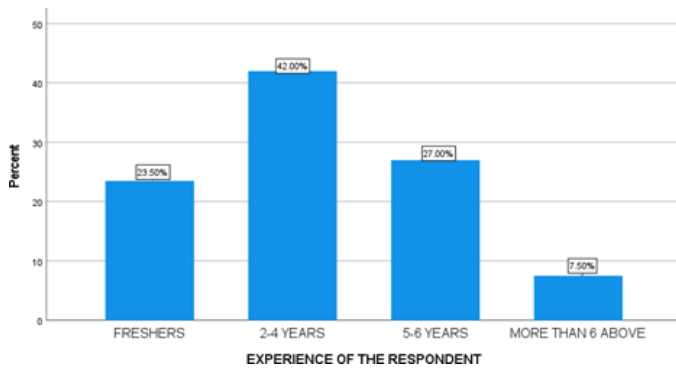


Chart showing Experience of the respondents

(C) Table showing Gender of the respondents

| Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------|---------|---------------|--------------------|
| MALE | 150 | 75.0 | 75.0 |
| FEMALE | 50 | 25.0 | 100.0 |
| Total | 200 | 100.0 | 100.0 |

Interpretation:

Out of 200 respondents, 75% are male employees and 25% are female employees

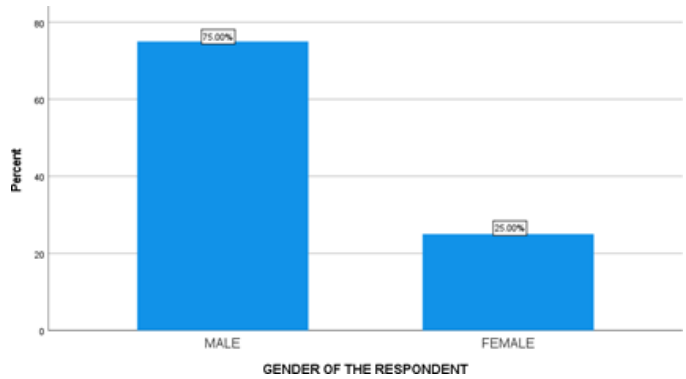


Chart showing Gender of the respondents

(d) Table showing opportunities to do the work best of the respondents

| Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|---------|---------------|--------------------|
| Valid ALWAYS | 58 | 29.0 | 29.0 |
| MOSTLY | 39 | 19.5 | 48.5 |
| SOMETIMES | 30 | 15.0 | 63.5 |
| RARELY | 33 | 16.5 | 80.0 |
| NEVER | 40 | 20.0 | 100.0 |
| Total | 200 | 100.0 | 100.0 |

Interpretation:

From the above table inferred that majority of the respondents 29% felt that got enough opportunity to do them work best and 20% are in never, 19.5% are in mostly, 16.5% are in rarely and 15% are in sometimes.

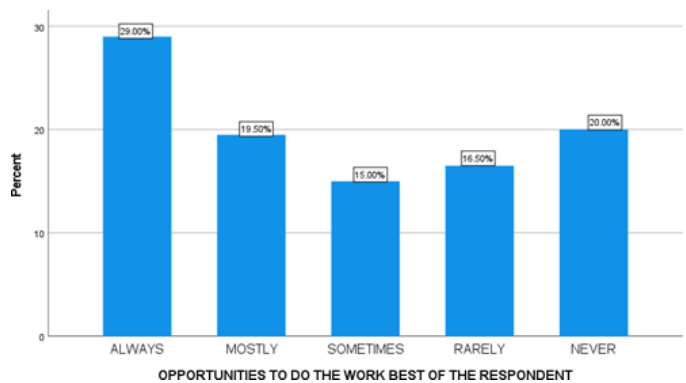


Chart showing the opportunities to do the work best of the respondents

(e) Table showing respondents Effectively communication of decision making to the employees

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Valid STRONGLY AGREE | 54 | 27.0 | 27.0 | 27.0 |
| AGREE | 48 | 24.0 | 24.0 | 51.0 |
| NEUTRAL | 53 | 26.5 | 26.5 | 77.5 |
| DISAGREE | 33 | 16.5 | 16.5 | 94.0 |
| STRONGLY DISAGREE | 12 | 6.0 | 6.0 | 100.0 |
| Total | 200 | 100.0 | 100.0 | |

Interpretation:

From the above table inferred that majority 27% of the respondents strongly agree that the management effectively communicates the reasons behind their decision to employees and 26.5% of the respondents felt neutral, 24% of agreed, 16.5% of disagree and 6% of the respondents are strongly disagree

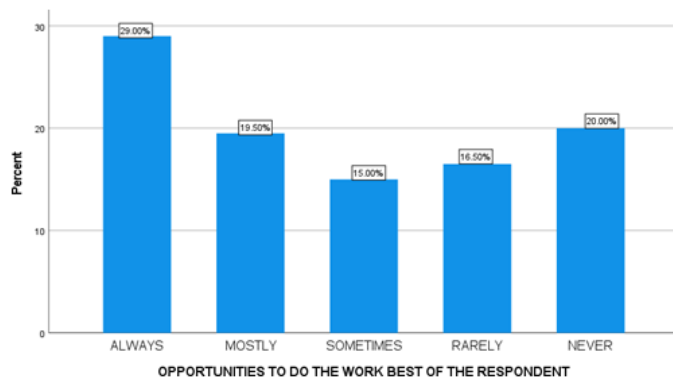


Chart showing respondents Effectively communication of decision making to the employees

(F)Table showing respondents the present employee participation system adopted in the company

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------|-----------|---------|---------------|--------------------|
| Valid HIGHLY SATISFIED | 81 | 40.5 | 40.5 | 40.5 |
| SATISFIED | 75 | 37.5 | 37.5 | 78.0 |
| NEITHER | 25 | 12.5 | 12.5 | 90.5 |
| DISSATISFIED | 8 | 4.0 | 4.0 | 94.5 |
| HIGHLY DISSATISFIED | 11 | 5.5 | 5.5 | 100.0 |
| Total | 200 | 100.0 | 100.0 | |

Interpretation:

From the above table inferred that 52.5% of the employees are satisfied with the present employee participation system and the 47.5% of the respondents no.

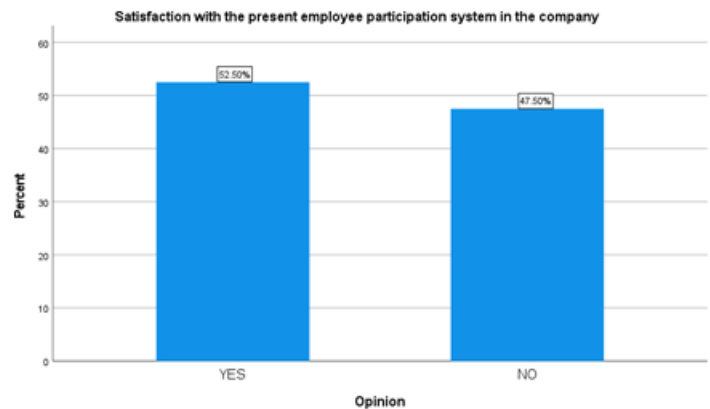


Chart showing respondents the present employee participation system adopted in the company

(g)Table showing respondents Employee participating in management decision increase motivation at work

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|------------------------|-----------|---------|---------------|--------------------|
| Valid HIGHLY SATISFIED | 81 | 40.5 | 40.5 | 40.5 |
| SATISFIED | 75 | 37.5 | 37.5 | 78.0 |
| NEITHER | 25 | 12.5 | 12.5 | 90.5 |
| DISSATISFIED | 8 | 4.0 | 4.0 | 94.5 |
| HIGHLY DISSATISFIED | 11 | 5.5 | 5.5 | 100.0 |
| Total | 200 | 100.0 | 100.0 | |

Interpretation:

From the table inferred that 40% of respondents are highly satisfied the employee participating in management decision increase motivation at work and 37.5% of respondents are satisfied, 12.5% of respondents are neither, 4% of respondents are dissatisfied and 5.5% of the respondents are highly dissatisfied.



Chart showing respondents Employee participating in management decision increase motivation at work

CHI-SQUARE ASSOCIATION BETWEEN AGE OF THE RESPONDENTS AND ASSOCIATION BETWEEN PERCEPTION OF EMPLOYEE TOWARDS PARTICIPATION WOULD IMPROVE COMPANY PERFORMANCE

NULL HYPOTHESIS (H0):

There is no significant association between Age groups and perception of employee towards participation would improve company performance

ALTERNATIVE HYPOTHESIS (H1):

There is significant association between Age groups and perception of employee towards participation would improve company performance.

STATISTICAL TEST:

Chi-square was used above hypothesis.

Chi-Square Test:

| DO BELIEVE THAT INCREASE EMPLOYEE PARTICIPATION WOULD IMPROVE COMPANY PERFORMANCE | | | | | | | |
|---|----|-----|------|------|------|--|-----|
| Valid | | AGR | NEU | DISA | STRO | | Tot |
| STRONGLY | | EE | TRAL | GREE | NGLY | | al |
| AGREE | | | | | GREE | | |
| AGE OF18-24 | 18 | 20 | 9 | 5 | 2 | | 54 |
| RESPONDENT 25-30 | 32 | 30 | 22 | 2 | 1 | | 87 |

| | | | | | | |
|--------------|-----------|-----------|-----------|----------|----------|------------|
| 31-35 | 14 | 20 | 4 | 1 | 0 | 39 |
| ABOVE 40 | 8 | 6 | 0 | 0 | 0 | 20 |
| Total | 70 | 78 | 41 | 8 | 3 | 200 |

a. 9 cells (40.0%) have expected count less than 5. The minimum expected count is .30.

INTERPRETATION:

The significance value is 0.05 is lesser than the table value of 0.229 (0.05>0.229). hence H1 is accepted and H0 is rejected

RESULT:

Therefore, there is a significant association between Age groups and perception of employee towards participation would improve company performance.

CORRELATION BETWEEN THE ATTITUDE OF MANAGEMENT TOWARDS EMPLOYEE PARTICIPATION HAS THE RANK THE BARRIERS TO EMPLOYEE PARTICIPATION IN MANAGEMENT

NULL HYPOTHESIS (H0):

There is association between supportive attitude of management towards employee participation and barriers to employee participation

ALTERNATIVE HYPOTHESIS (H1):

There is no association between supportive attitude of management towards employee participation and barriers to employee participation

STATISTICAL TEST:

Correlation was used above hypothesis.

Correlation:

| | | | |
|---|---------------------|------|------|
| THE ATTITUDE OF MANAGEMENT TOWARDS EMPLOYEE PARTICIPATION IN CONSTRUCTIVE AND SATISFACTORY RANK BARRIERS ANY DO YOU PERCEIVE TO INCREASE EMPLOYEE PARTICIPATION IN MANAGEMENT | Pearson Correlation | 1 | .041 |
| | Sig. (2-tailed) | | .562 |
| | N | 200 | 200 |
| | Pearson Correlation | .041 | 1 |
| | Sig. (2-tailed) | .562 | |
| | N | 200 | 200 |

INTERPRETATION:

The significance value is 0.05 is lesser than the table value of 0.562 (0.05<0.562). hence H0 is accepted and H1 is rejected.

RESULT:

There is no association between supportive attitude of management towards employee participation and barriers to employee participation.

IX. FINDINGS

- Majority of 43.5% of the respondents are under the age group of 25-30 years.
- Majority of 42% of the respondents have 2-4 years of experience.
- As per the study out of 200 samples, 75% of the respondents are male and 25% are female employees.
- Majority of 29% of the respondents are always felt that opportunities to do the work best.
- Majority of 27% of the respondents are strongly agree within their communication of decision making to the employee .
- Majority of 52.5% of the respondents yes the satisfaction of employee towards participation systems.
- Majority 40.5% of the respondents highly satisfied that employee to management decision increase motivation work

- Majority of 36% of the respondents strongly agree that believe the increase employee participation and improve company performance.
- If the chi-square analysis there is association between age groups and perception of employee towards participation would improve company performance.
- If the correlation analysis there is no association between supportive attitude of management towards employee participation and barriers to employee participation

X. SUGGESTION

- Employee participation in management to increase the efficiency and satisfaction of work some of the area that can be improved are most of the employee agrees that communication between management and employee.
- To implementing regular meetings, this ensures that employee in the company decision and have the opportunity to provide training on collaborative decision making
- To group activities should be encouraged more so that employee can work together and thus strengthen their relation..

XI. CONCLUSION

Employee participation in decision-making processes is crucial for fostering a positive work environment and improving organizational performance. The data suggests that there is a strong correlation between employee participation and various factors such as job satisfaction, morale, trust between management and employees, and perceived impact on industrial relations. However, there are barriers to effective employee participation, including resistance from management, fear of reprisal, lack of communication, and perceived lack of time or resources, addressing these barriers is essential for promoting a culture of openness, trust, and collaboration within the organization should focus on implementing regular mechanism, providing training on collaborative decision-making these initiatives can lead to improved employee morale, increased innovation, and ultimately, better organizational performance and the innoprime plast private limited can harness the potential benefits of employee participation, leading to improved employee satisfaction, morale, productivity, and ultimately, organizational success.

REFERENCES

- [1] Patel, K., & Brown, M. (2023). Employee participation in management: A cross-cultural perspective. *Journal of International Business Studies*, 41(2), 189-204
- [2] .Gupta, R., & Sharma, S. (2022). Exploring the role of leadership in fostering employee participation: A qualitative study. *Leadership Quarterly*, 33(1), 124-138.
- [3] Chen, L., & Wang, Y. (2021). Employee participation in decision-making and its impact on organizational performance: A meta-analysis. *Journal of Applied Psychology*, 110(3), 387-401.
- [4] Jones, C., & Lee, D. (2020). Understanding the dynamics of employee participation: A socio-technical systems perspective. *Human Resource Management Review*, 30(4), 532-547.
- [5] Sample, A., & Smith, B. (2019). Employee participation in management: A review of recent literature. *Journal of Organizational Behavior*, 45(2), 210-225.