

# Impact of Service Quality of The Participative Forums At Shop Level And Plant Level At NTPC

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**Abstract-** *The research is undertaken to measure the impact of service quality provided by the participative forums to the shop level and plant level employees working in operation and maintenance department at National Thermal Power Corporation, Unchahar. The work revolves around the four major pillars that are functioning of various participative forums, satisfaction level of employees in accordance with employer- employee relationship, efficiency and effectiveness of participative forums and last but not the least involvement of team members on various issues concerned.*

*The survey was conducted among the Executives and workmen through the questionnaire to assess effectiveness of participative forums at the organization. These data were collected and analyzed by using Chi-square test and Correlation coefficient.*

*The parameters which were made as a base for the research shows positive result once applied to the statistical tool. Result revealed that the service provided by the participative forums are in the favor of employees working at shop level and plant level of the organization*

**Keywords-** Participative management, Workers Participation, Forums.

## I. INTRODUCTION

The literature on participative management reveals that very little effort has been expended in conceptualization and operationalising the concept of participation (Hoy and Sousa, 1984). In Introduction you can mention the introduction about your research assert that little consensus exist on nature and meaning of participation while (Bacharach et al., 1990) are of the opinion that researchers in participation appear to take for granted a set of assumptions about the nature of a construct which, in terms of definition. Recent trends, however, indicate attempts at remedying this situation by the uninitiated are still baffled but the plethora of concepts which are used to connote participation, for instance, shared, consensus, collaborative or participatory decision making (Alutto & Belasco, 1972), empowerment, decentralization, joint management and school-based management to find

common ground for discussing and conducting research, it makes sense, therefore, to give a comprehensive explanation of the concept participative management. The relationships which arise at and out of the workplace generally include the relationship between individual workers, the relationship between workers and their employer, the relationship between employers. Relation also includes the processes through which these relationship are expressed such as, collective bargaining, workers' participation in decision making (Blankenship & Milles, 1967), grievance, dispute settlement and the management of conflict between employers, workers and trade unions.

The concept of participative forums in management crystallizes the concept industrial democracy, and indicates attempt on the part of an employer to build his employees into a team, which works towards the realization of a common objective. Mental and emotional involvement (Devise, 1998) of a person in a group situation which encourage him to contribute to goals and share responsibilities with them. Sometimes participation is regard as basically synonymous with "Scientific management" (Taylor's, 1910), the aim of which is to secure the maximum prosperity of employers and the employees.

## 1.2 Participative Forums at NTPC, Unchahar

1.2.1 Safety committee: The objective of the safety committee would be to create safety consciousness among employees and suggest ways and measure to the management for creating safe working conditions and a safe working culture.

1.2.2 Township Advisory Committee: The objective of the TAD (HR manuals of NTPC) would be to advise the management in the administration of matters relating to municipal affairs and township maintenance.

1.2.3 Plant level council: It is constituted to discuss and resolve plant level issues, information sharing on generation & production targets, productivity, elimination of wasteful practices, inventory reduction, general health, welfare, safety, and issues referred by shop councils.

1.2.4 Shop level council: It is constituted to discuss department level issues of production, productivity & efficiency, elimination of wastage, improvement in working conditions, safety etc. Some other participative forums are canteen management committee, employees welfare committee, sports council, House allotment committee.

**II. OBJECTIVES**

1. To examine the impact of the service quality of the participative forums at shop level and plant level at NTPC, Unchahar.
2. To study the efficiency and effectiveness of participative forums.

**III. HYPOTHESES**

Ho : Null Hypothesis

There is a negative impact of the services provided by the FORUMS to the employees of shop level and plant level.

H1: Alternative Hypothesis

There is a positive impact of the services provided by the FORUMS to the employees of shop level and plant level.

**IV. METHOD**

Simple descriptive survey method has been employed to study and compare the variables under the study. In descriptive survey method, data are collected from a relatively large number of cases at a particular time. It does not concern with the characteristics of the individuals as individuals. It is concerned with the generalized statistics that result when data are abstracted from a number of selected individual cases to discover the relative incidence, distribution and interrelations of sociological and psychological variables. This method has been justified by established authorities of research methodology like Runkel & McGrath (1972), Duncan (1975), and Smith (1976), etc.

**V. SAMPLE**

The total number of sample covered for administration of questionnaire is N= 60. These numbers are bifurcated as below:

- EXECUTIVE      12
- WORKMAN        48

Social unit( member of participative forums in general administration, township administration and project administration)

**VI. TOOLS OF RESERCH**

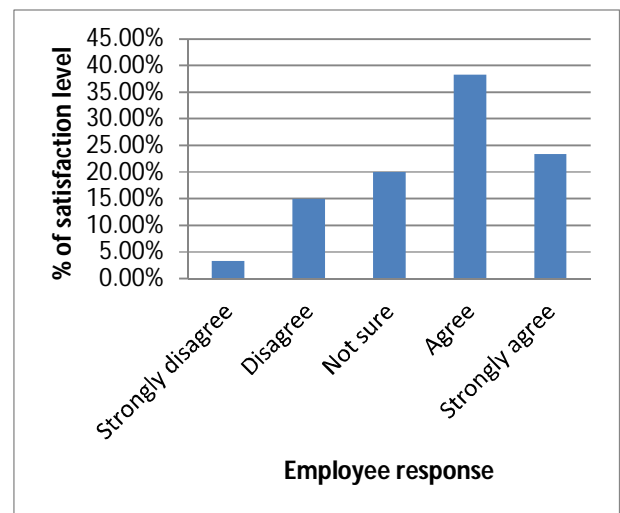
Feedback from the representatives of various participative forums has been derived on the basis of two categories viz. Executives and workmans. The questionnaire consisted of 10 Statement based upon the degree of agreement and disagreement.

**VII. TECHNIQUE OF DATA ANALYSIS**

The Chi- square test and correlation coefficient was done to test the Hypothesis. First statement was asked that whether participative forums are the strong pillars in proper functioning of the organization. Let null hypothesis will be that participative forms are not the strong pillars in proper functioning of the organization. Response given by the representatives are shown in the graph 1.

Strongly Disagree (SD)	Disagree (D)	Not sure (NS)	Agree (A)	Strongly Agree (SA)
3.33%	15%	20%	38.33%	23.33%

**GRAPH 1.**



Taking the response as the observed frequencies for the chi square test the calculation is as followed:

TABLE 1.

S.No.	(O)	(E)	(O-E)	(O-E) <sup>2</sup> /E
1	2	12	-10	8.33
2	9	12	-3	0.75
3	12	12	0	0.00
4	23	12	11	10.08
5	14	12	2	0.33
<b>Total</b>	<b>60</b>	<b>60</b>		<b>19.49</b>

From the last column of above table the value of chi-square is obtained 19.49, the tabulated value of Chi- square at  $k-1=5-1=4$  for 5% level of significance is given 11.07.

Since :Tabulated value < calculated value

Ho will be rejected.

Similarly, rest five statement are also tested against the chi square test in which first step was to calculate the response( Table 2) given by the representative in the percentage form and taking as a base from those responses chi- square test is calculated.

TABLE 2. (In Percentage)

STATEMENT	SD	D	NS	A	SA
1. The matter raised in the meeting gives positive result in the favor of the employees.	6.67	15	18.3	33.3	26.6
2. The involvement of team member in the meeting is satisfactory.	6.67	11.6	21.6	46.6	13.3
3. Participative forums member do not have any biasness while taking the decisions.	8.3	8.3	26.6	38.3	18.3
4. You are satisfied with functioning of Union/ association nominated member in participative forums.	8.3	16.6	15	31.6	28.3
5. Are you satisfied with the general health, welfare, safety measures issues discussed in the participative forums.	6.6	11.6	25	20	36.6

TABLE 3.

Statement	Chi-Square Value	Cal. Tab. value	Vs
II Statement	11.32	11.32 > 11.07	
III Statement	30.15	30.15 > 11.07	
IV Statement	19.65	19.65 > 11.07	
V Statement	11.32	11.32 > 11.07	
VI Statement	16.49	16.49 > 11.07	

All the six statement were tested at 5% level of significance and degree of freedom : 4

( $k-1=5-1$ ) . In each statement the calculated value is greater then the tabulated value ( Table 3) , hence it is clear that all the Null hypothesis for each statement is rejected ultimately the alternative hypothesis will be accept which is positive for all the statement. By the above details it is hence proved that first objective of the research will show positive result i.e There is a positive impact of the services provided by the FORUMS to the employees of shop level and plant level.

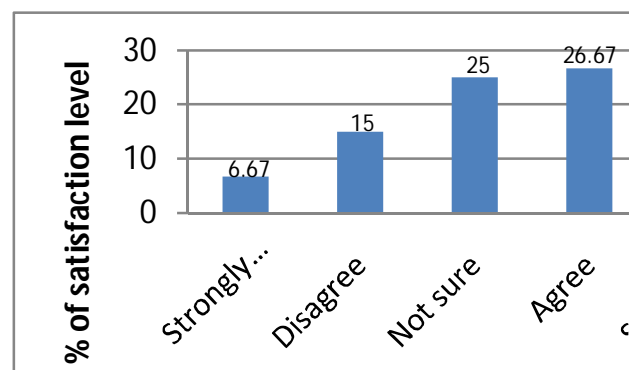
The correlation coefficient was done to test the relationship between issues resolved on priority basis during the meeting (X) and strong bonding among the management and employees while resolving the issues (Y).

Ho : There is negative relationship between issues resolved(X) and bonding among the management & employees (Y).

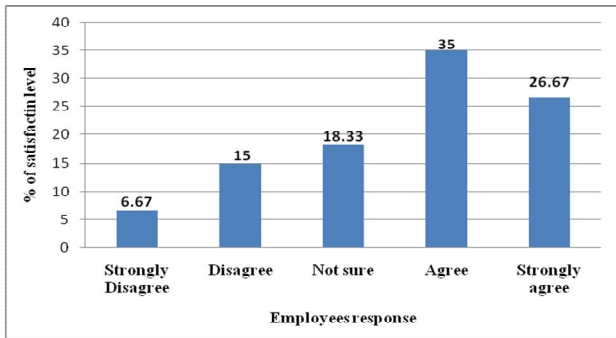
H1 : There is positive relationship between issues resolved(X) and bonding among the management & employees(Y).

Response given by the representatives for X

GRAPH 2



Response given by the representatives for Y GRAPH 3



The representatives responses when applied for test of correlation coefficient, the result is as follows:

TABLE 4

X	Y	dx	dy	dx <sup>2</sup>	dy <sup>2</sup>	dx dy
4	4	-8	-8	64	64	64
9	9	-3	-3	9	9	9
15	11	3	-1	9	1	16
16	21	4	9	16	81	36
16	15	4	3	16	9	12
$\Sigma X = 60$	$\Sigma Y = 60$	$\Sigma dx = 0$	$\Sigma dy = 0$	$\Sigma dx^2 = 114$	$\Sigma dy^2 = 164$	$\Sigma dx dy = 118$

Correlation (r) = 0.86

The calculated result shows a positive response which lies within the limits (i.e. -1 to +1), so it is proved that problem raised in the meeting are solved according to the priority that's why there is a strong relation among the management and employees.

Similarly, second test of Correlation coefficient was applied on the functioning of participative forums enhances the efficiency of the employees (X) and the productivity of plant (Y). The calculated values lies in the range that is 0.81, so it is proved that participative.

forums help to increase the efficiency of employees as a result of which the productivity of plant enhances.

VIII. RESULT

The Chi- square test and correlation coefficient was done to test the Hypothesis. Both the test shown the positive result within the limit, so it may concluded that there is a positive impact of the services provided by the FORUMS to the employees of shop level and plant level.

IX. CONCLUSION

Science the plant is set up neither a strike nor a lockout has happened. All outstanding issues are being settled by discussion. All these welcome features could be attributed mainly to the well founded co-operation between management and workers. Participative forums has provided intense support and services to the employees due to which over all development of employees taken place ,which ultimately increased the productivity of plant.

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