

Deliberating the Managerial Approach towards Employee Participation in Management

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ABSTRACT

Today, Employee participation and involvement in management is the most crucial element for organisations. Employee participation in management is of immense value in an organization. It creates a sense of belongingness among the employees and makes them more responsible in their outlook and behavior in the organisation. It reduces industrial unrest and promotes industrial peace. It helps in maintaining harmonious relations between the workers and the management. Employee involvement affects various factors related to employee and organisation. This paper deliberates on the managerial approach towards employee participation in management. This is a descriptive study computed using the data collected from the managers using the structured questionnaire. The outcome of the paper emphasizes that employee participation and involvement in management affects the productivity job-satisfaction and helps in attaining self-realisation for employees and reducing attrition peace for organisations.

Keywords: *Employee Participation; Managerial Approach; Business Management; Strategic Management; Human Resource Management*

1. INTRODUCTION:

The success of the economic endeavor is determined to a large extent by the way employee management relations are adjusted. If staff management relations are poor, relationships throughout the economy and social structure will be reduced. If staff management relations are right, this provides a solid practical foundation for building up new attitudes and institutions needed to keep pace with the dynamics of the modern industry (Hughes & Haworth, 2011). History revealed that in a constant rush for rapid industrial development, the human elements in the industrial organization was scarcely recognized. On the other hand, it was severely neglected during the very time when most astonishing progress was being made in perfecting the mechanical and organizational side of industry (Nestor, 2017).

In the historical process of Industrial development, the nature and content of managerial functions also underwent slow but significant changes. The laissez-faire principle had a stronghold till the late years of the nineteenth century. However, with the growth of large scale enterprise technological advance and new industrialism, the old patterns of industrial organization and management, the development of scientific management and the rise of the managerial class in the highly industrialized countries of Europe and the United States caused what Burnham calls as the managerial revolution (Dhital, 2016). The emergence of the social service state and consequential impact of the influence of the national governments on management policies and the ideological change in the concept of industry affected significant vital changes in the managerial philosophy during the first half of the present century. The leaders of economic enterprises who were faced with the complex task of management found their answer, though partially, in the research work of Professor Elton Mayo of Harvard University (Bendix & Fisher, 2017). The subsequent development of scientific management, industrial psychology and industrial sociology as systematized branches of knowledge revealed the crucial importance of teamwork in industry, developing the social skills and the acceptance of the idea that work is socially necessary (Kanfer, Frese, & Johnson, 2017). The employee's involvement is based on the fundamental concept that since the ordinary worker invests his time, energy, and efforts and ties his fate to his place of work, he has a legitimate right to have a share in influencing the various aspects of company policy. Employees' involvement is a principal of

attaining industrial harmony and democracy by ensuring the total involvement of the employees in achieving organizational goals. So far, the concept of employees' involvement in management (EIM), despite its discussion at all levels, has not been very much implemented in the decision-making areas of management in India. It is observed that neither the Indian workers nor the managers are interested in the present plan of EIM. Participative management has not been successful in India. It has often proved a failure (Rubinstein & Kochan, 2001; Pawar & Charak, 2015).

This primary focus of this research is to find out the attitude of middle-level managers regarding employee participation and deliberates its business significance for organisations. This study also explores the attitude of middle-level managers, who are directly connected with employees' involvement committees and councils towards the EIM in the organisation.

2. REVIEW OF LITERATURE:

Involvement in Management has now become almost a byword in the industry throughout the world. In India, the subject has currently received a lot more attention than ever before, mainly due to environmental reasons. Despite the broad interest that the concept has aroused, which Aggarwal describes as "Involvement Explosion" there is still an overwhelming lack of clarity and direction. The wide diversity of view expressed in the attempt at defining the concept becomes obvious, first concerning meaning attached to such terms as an employee. Management and involvement and, secondly, regarding the analysis of its scope, the level at which it should be applied and the manner and degree of its application in the specific context of the industrial world inclusive of Involvement and in the involvement of the employee (Aggarwal, 1973).

Conceptually, the distinction between the worker and employer has acquired significance in recent years in theory, but in practice, this is all the more evident in the way each group is organized, its approach to the problems of labor relations and the methods and techniques adopted for realizing their aims and objects, Analytically, such demarcation has threefold basis, the class or the categories of labor force, the nature of their work and the methods of their remuneration in practice also the manufacturing. Moreover, organizations of our present-day industrial society reveal such tendency, though in varying degrees, depending upon their

peculiarities. Many authors described a worker “as an employee, male or female, adult or juvenile, whatever his or her occupational category, who does not have executive authority in the specific organization context” (Poole, 2017; Pawar, 2018).

Analytically, as visualized by researchers that the involvement is a means for mental and emotional involvement of workers in a group situation, which encourages them to identify themselves with group goals and share responsibilities in them as different people have provided different definitions of participation. However, the central idea of participation is to involve the workers in the day to day management of the organization and to make them feel that their contribution are essential in the decision making the process of management and the workers come together and discuss their problems and cordially solve them (Winston & Patterson, 2006; Pawar, 2016). Furthermore, the significant work of Virdee as well as Salomon has referred to three distinct interpretations of the term participation. First, as a socio-political concept which emphasised on the worker's control involving the determination by the whole labor force of nature, methods and indeed purpose of production. Secondly, it encompasses all the processes and institutions of employee influence within the organization. Thirdly, it is considered as a discrete term to denote the development of the regulatory processes which seek to promote more significant employee influence within the organizational system (Virdee, 2000; Salamon, 2000).

According to the Sheriff, White and Harvey, the first job of participation other than economic, social and psychological, is in satisfying the personal needs of the workers, According to them once the personal needs of the workers have cared for the worker will start concentrating on achieving the objectives of the organization wholeheartedly. They further state that the degree of participation of workers depends upon various factors such as the type of problems that are to be dealt with by the workers and the experience or knowledge of the workers. Davis emphasizes the potentialities of participation and says, “Involvement has excellent potential for building teamwork, but it is difficult to practice and can fail if poorly applied. When participation is well done, two of its best results are acceptance of change and favorable team spirit.” (Sherif, White, & Harvey, 1955). Moreover, Strauss explains in greater detail some of the critical stages through which involvement leads to positive consequences. He says involvement gives greater autonomy to the workers so that they can give their ideas without any coercion from the management. It

also leads to innovation of better methods and techniques for improvement of the work situations. It creates a situation where workers can interact with management without any fear or problems. Workers in this type of situation leave out their ill-feeling and wrong notions about the management and participate with the management cordially. To a large extent, this type of atmosphere created by involvement motivates the workers for work (Strauss, 1963).

It is realised that the concept of involvement cuts at the roots of industrial conflict, the scheme of labour involvement should not be considered a panacea for all the ills of industry, nor is it intended to work in revolution overnight. Still, the functioning of the councils, in general, was not discouraging, because wherever the councils functioned smoothly, they favorably influenced the level of employment and production per man per day. He points out emphatically that no “JMC throughout the country was vested with real decision-making power to any appreciable extent in the vital sphere of production and methods of work, financial and organizational aspects of the enterprise. He attributes this to the casual and lighthearted treatment which the councils have received and in fact, continues to receive at the hands of both labour as well as management. Further, he asserts that the crux of the problem lies in the attitude of management towards unionism and towards the philosophy of workers’ involvement in management (Sanoff, 1999). However, it is indicated that the illiteracy among the employees as one of the contributing factors to the failure of JMCs. He also finds that the low propensity of the concerned parties to participate in the JMCs was one of the reasons for the failure of the scheme. Regarding trade unions, he concluded that the multiplicity of trade unions is one of the reasons for the failure of JMCs (Clark, Jones, & Armstrong, 2007). The Indian economy has undergone many challenges and turbulences (Sangvikar, Pawar, & Pahurkar, 2019; Sangvikar et al., 2019) which has also affected the work culture of Indian organisations.

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. Instead, it 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. In other words, the measures to promote participation between workers and management serve three primary purposes: economic, to ensure increased

production; psychological, to secure full recognition of the importance of the human element in industry and given the staff and workers job satisfaction and promote a great interest in the General operation of the undertaking: and social, to improve industrial relations and thereby promote industrial harmony and peace.

After synthesizing the literature, the researchers encountered the following research questions to address with this study

- A) How does EIM affect the employees in the selected organisations?
- B) What are the perceptions of managers regarding the EIM in their organisations?
- C) How EIM does helps to deal with the critical human resources issues in the firms?

3. RESEARCH METHODOLOGY:

The researchers have selected 26 industrial organization were selected from four groups of the organization as classified by the Indian Maratha Chamber of Commerce, Pune for the questionnaire survey. The survey method using a questionnaire and personal interview method was used to gather data. First, a preliminary questionnaire was prepared and preliminary interviews were conducted with Human Resource Managers. Secondly, on the basis of the information obtained a modified questionnaire was administered to the respondents of the study. In the construction of the questionnaire, the objectives of EIM were taken into account. The questionnaire was constructed according to the Likert Scale as it was a closed response questionnaire.

The sources of secondary data have been from various government publications, official publications of the Central Ministry of labor and employment, including those from limited circulation and other unpublished material, and the relevant official records about the schemes. The researchers have also included other source which is relevant and published material by industrial organizations, namely, annual reports, balance sheet, statistical and administrative reports, and unpublished factual information. The population for the study was middle-level managers of MCPC. There were a total of 200 middle-level managers and because of the limited number of middle-level managers in the population, the entire population was used for this study. In addition to the above, included in the study were library publication, reports, journals magazines, articles by eminent experts in the periodicals of recognized merit, and special

publications by government agencies, trade unions, labor organizations, universities, research institutions, institutions of specialized training in labor and management, national organizations having a significant bearing on labor matters, and International Labour Organization (ILO), and a host of other agencies closely associated with the functioning of the schemes at the industrial units. Based on the information collected and library work which preceded the data collection, the present research was carried out in a structured way.

4. ANALYSIS AND RESULTS:

The analysis of the data is performed based on the hypothesis of the study. A chi-square test was used to analyze the research data statistically. The researcher compared the actual number of responses for each question with the expected number of responses to the questions.

The formula chi-square (χ^2) is as follows:

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Where f_o is an observed frequency, and f_e is an expected frequency.

4.1 Hypothesis of Study:

On the basis of literature synthesis, the researchers have deliberated the following hypothesis for the study.

- H1: There is a significant difference in the attitude of middle-level managers towards EIM in MCPC.
- H2: There is a significant difference in the attitude of middle-level managers towards increasing productivity through EIM in MCPC.
- H3: There is a significant difference in the attitude of middle-level managers towards achieving job-satisfaction through EIM in MCPC.
- H4: There is a significant difference in the attitude of middle-level managers towards reducing attrition rate through EIM in MCPC.
- H5: There is a significant difference at the 0.05 level in the attitude of middle-level managers towards attaining self-realisation through WPM in MCPC.

The researcher used the observed frequencies of each hypothesis from the Likert Scale and compared them with the expected number of frequencies as indicated in the scale. Hence the chi-square test was used to indicate if there existed any significant difference at the 0.05 level between the means. The chi-square of 9.488 is obtained by entering Table 1 from row-wise $df = 4$, in the column headed 0.05. After calculating the significant difference by the chi-square test, the maximum weighted average score tables for each hypothesis were calculated to see whether the significance was positive or negative. The weighted average is calculated by using the following formula.

$$\text{Value} = (\text{Likert Scale Value} \times \text{Number of Questions} \times \text{Number of obtained responses}) / (\text{Number of Actual Responses})$$

Table 1: Weighted Average Score for Hypotheses

Likert Scale Value Positions	Hypothesis 1	Hypothesis 2	Hypothesis 3	Hypothesis 4	Hypothesis 5	Individual Question Positive	Individual Question Negative
Strongly Agree	148	134	120	106	92	5	1
Agree	38	34	30	26	22	4	2
Undecided	38	34	30	26	22	3	3
Disagree	39	36	33	30	27	2	4
Strongly Disagree	33	30	27	24	21	1	5

Hypothesis (H1) Analysis:

There is no significant difference in the attitude of middle-level managers towards EIM in MCPC.

The chi-square test results pertaining to hypotheses 1 are presented in Table 1. The observed chi-square value of 4482.64 is significant as compared to the expected chi-square value of 9.488. Therefore, hypothesis 1 is rejected. This seems to indicate that there is a significant difference in the attitude of middle-level managers towards EIM in MCPC.

Table 2: Analysis of the Attitudes of Middle-level Managers towards EIM

Category	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Expected Frequency	3581.31	11862.41	5793.27	3586.31	2758.70
Observed Frequency	6209	11036	5724 df= 4	4392	226*

(*Significant at the 0.05 level)

A study of all the questions under hypothesis 1, using a weighted average, indicates that the middle-level managers' attitude is positive. The weighted average for all the questions is 137.93 which is between Strongly Agree (148) and Agree (134). (Refer Table 1)

Hypothesis (H2) Analysis:

There is no significant difference in the attitude of middle-level managers towards increasing productivity through EIM in MCPC.

The chi-square results pertaining to hypothesis 2 are presented in Table 7.3. The observed chi-square values 961.69 is significant as compared to the expected chi-square value of 9.488 at the 0.05 level. Therefore hypothesis 2 is rejected. This seems to indicate that there is a significant difference in the attitude of middle-level managers towards increasing productivity through EIM in MCPC. A study of all the questions under the hypotheses 2 using weighted average indicates that the persons' attitude towards increasing productivity is positive. The weighted average for all these questions is that 34.61, which is between maximum weighted response for Strongly Agree (38) and Agree (34) and Undecided (30). (Refer Table 1)

Table 3: Analysis of Performance Levels through EIM

Category	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
Expected Frequency	899.86	2976.43	1453.62	899.2	9.488

Observed Frequency	1186	3290	1230 df= 4	0	961.69*
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(*Significant at the 0.05 level)

The response to the different questions under hypothesis 2 was analyzed, and chi-square values for each question computed. The results are shown in Table1. There is a significant difference at the 0.05 level to the positively scaled questions 2, 8, 19, 20, 30, 31, 36, and to the negatively scaled questions 10, 11 and 24. The hypothesis was rejected based on the total chi-square value for all questions. By weighted average, the significant difference to the positively scaled questions 2, 8, 19, 20, 30, 31, 36, is positive with weighted average 3.36, 3.59, 3.05, 4.45, 3.33, 3.39, 4.63 respectively. The significant difference to the negatively scaled questions 10 and 11 is negative with weighted average 2.87, 2.88, but to question 24, it is positive with a weighted average of 3.02. (Refer Table 1)

Table 3: Analysis of the Response to the Question on Productivity

Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Agree	Observed Chi-Square Value	Expected Chi-Square Value
2	0	120	32	48	0	*80.43	9.488
8	20	100	58	22	0	30.35	9.488
19	0	72	67	62	0	112.99	9.488
20	90	110	0	0	0	272.22	9.488
30	0	114	45	42	0	65.16	9.488
31	0	118	42	40	0	65.43	9.488
36	126	74	0	0	0	474.28	9.488
10	0	90	46	64	0	102.09	9.488
11	06	74	57	63	0	95.05	9.488
24	00	65	65	70	0	138.17	9.488

(*Significant at the 0.05 level)

Hypothesis (H3) Analysis:

There is no significant difference at the 0.05 level in the attitude of middle-level managers towards achieving job satisfaction through EIM in MCPC.

The chi-square test results pertaining to hypothesis 3 are presented in Table 7.5. The obtained chi-square value of 2000.96 is significant as compared to the expected chi-square value of 9.488 at the 0.05 level. Therefore, the hypothesis is rejected. A study of all the questions under this hypothesis 3 using weighted average indicates that the person's attitude towards achieving job-satisfaction is positive. The weighted average for all these questions is 33.08, which is between the maximum weighted average response for agreeing (34) and undecided (30). (*Refer Table 1*)

Table 4: Analysis of Job Satisfaction achieved through EIM

Category	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Chi-square Value
Expected Frequency	860.21	2845.31	1389.57	860.21	661.70	9.488
Observed Frequency	1876.00	2328.00	1716.00 df= 4	656.00	41.00	2000.96

(*Significant at the 0.05 level)

This indicates that the middle-level managers are of the view that EIM helps in achieving job-satisfaction in MCPC. The responses to the different questions under hypothesis 3 were analysed and chi-square value for each question computed. The results are deliberated in Table 5.

There is a significant difference at the 0.05 level to the positively scaled questions 6, 9, 13, 21, 22, 28, 29, and to the negatively scaled questions 23, 32 and 35. The hypothesis was rejected based on the total chi-square value for all questions. By weighted average, the significant difference to the positively scaled questions 6, 9, 13, 21, 22, 28, 29, is positive with weighted average 3.05, 3.70, 3.79, 3.36, 3.94, 4.23, 3.86, respectively. The significant difference to the negatively scaled question 23 is negative, with a weighted average of 2.55, and questions 32 and 35 are also negative with a weighted average of 2.38 and 2.58. (Refer Table 1)

Hypothesis (H4) Analysis:

There is no significant difference at the 0.05 level in the attitude of middle-level managers towards reducing attrition through EIM in MCPC.

The chi-square test results pertaining to hypothesis 4 are presented in Table 7.1. The observed chi-square value of 992.15 is significant as compared to the expected chi-square value of 9.488 at the 0.05 level. Therefore, the hypothesis is rejected. A study of all the questions under this hypothesis 4 using weighted average indicates that the person’s attitude towards reducing attrition is positive.

Table 5: Analysis of the Response to the Questions on Job-Satisfaction (Managers)

Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Agree	Observed Chi-Square Value	Expected Chi-Square Value
6	24	42	70	48	16	*60.73	9.488
9	24	114	40	22	00	29.96	9.488
13	62	64	44	30	00	76.16	9.488
21	28	58	72	42	00	60.52	9.488
22	59	86	39	16	00	65.93	9.488
28	87	72	41	0	00	191.40	9.488
29	60	76	40	24	00	65.89	9.488
23	40	40	90	30	00	138.89	9.488
32	90	34	58	18	00	257.52	9.488
35	26	66	78	25	05	46.78	9.488

(*Significant at the 0.05 level)

The weighted average for all these questions is 36.03, which is between the maximum weighted average response for strongly agree (39) and agree (36) (Refer Table 1).

This seems to indicate that the middle- level managers are of the view that EIM maintains industrial peace in MCPC. The responses to the different questions under hypothesis 4 were analysed and chi-square value for each question computed.

Table 6: Analysis of Reduction

Category	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Chi-square Value
Expected Frequency	1030.77	3409.47	1665.09	1030.77	792.90	9.488

Observed Frequency	1687.00	3324.00	1455.00 df= 4	1288.00	175.00	995.15
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(*Significant at the 0.05 level)

There is a significant difference at the 0.05 level to all scaled questions and all the negatively scaled questions. The hypothesis was rejected based on the total chi-square value for all questions. By weighted average, the significant difference to the positively scaled question 1, 3, 7, 17, is positive with weighted averages 4.3, 4.67, 3.66, 3.69. The significant difference to the negatively scaled question 33 is negative with a weighted average of 2.71. (Refer Table 1)

Hypothesis (H5) Analysis:

There is no significant difference at the 0.05 level in the attitude of middle-level managers towards attaining self-realisation through EIM in MCPC. The chi-square test results pertaining to hypothesis 5 are presented in the following table.

Table 7: Analysis of the Response to the Questions on Industrial Peace

Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Agree	Observed Chi-Square Value	Expected Chi-Square Value
1	64	98	18	20	00	*92.29	9.488
3	49	98	48	05	00	59.82	9.488
4	34	144	22	00	00	97.09	9.488
7	28	90	68	14	00	41.95	9.488
17	29	101	50	20	00	25.85	9.488
18	39	99	49	13	00	36.12	9.488
40	81	101	18	00	00	73.95	9.488
27	11	210	54	60	35	92.38	9.488
33	24	70	46	60	00	67.96	9.488
37	16	40	48	96	00	237.75	9.488
39	16	50	64	70	00	124.88	9.488

(*Significant at the 0.05 level)

The observed chi-square value of 1497.55 is significant as compared to the expected chi-square value of 9.488 at the 0.05 level. Therefore, the hypothesis is rejected. A study of all the questions under the hypothesis 5, using weighted average indicates that the person's attitude towards attaining self-realisation is positive. The weighted average for all the questions is 30.59, which is between Strongly Agree (33) and Agree (30).

Table 8: Analysis of Self-realisation attained through EIM

Category	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	Chi-square Value
Expected Frequency	795.47	2631.17	1284.99	795.47	611.90	9.488
Observed Frequency	1460.00	2094.00	1323.00 Df=4	1232.00	10.00*	1497.55

(*Significant at the 0.05 level)

This seems to indicate that the middle-level managers are of the view that EIM helps in attaining self-realisation in MCPC. The responses to the individual questions under the hypothesis were analysed, and the results are as indicated in Table 9. There is a significant difference at the 0.05 level to the positively scaled questions 5, 14, 16, 25, 26, 34 and to the negatively scaled questions 12, 15 and 38. The hypothesis was rejected based on the total chi-square values for all questions. By weighted average, the significant difference to the positively scaled question 5 is positive with weighted average 4.18, 4, 3.4, 3.42, 3.46, 3.34, respectively. The significant difference to the negatively scaled questions 12 and 15 is positive with weighted average and 15 and 38 is negative with weighted average 2.67 and 2.90. (Refer Table 1)

Table 9: Analysis of the Response to the Questions of Self-Realisation

Questions	Strongly Agree	Agree	Undecided	Disagree	Strongly Agree	Observed Chi-Square Value	Expected Chi-Square Value
5	88	76	20	16	00	*184.36	9.488
14	75	75	25	25	00	120.65	9.488
16	30	70	60	30	10	16.9	9.488
25	35	65	50	50	00	51.9	9.488

26	36	82	21	61	00	81.63	9.488
34	21	72	61	46	00	47.2	9.488
12	00	52	54	94	00	240.70	9.488
15	25	65	60	50	00	51.8	9.488
38	10	50	90	50	00	102.1	9.488

(*Significant at the 0.05 level)

These descriptive research results were statistically analyzed for each of the five hypotheses separately, using a chi-square test at the 0.05 level of significance to study the differences in the attitude of middle-level managers towards EIM in increasing productivity in achieving job-satisfaction, in reducing attrition, and in attaining self-realisation. Based on the hypothesis analysis in the above section. The researchers propose the following findings, suggestions and conclusion of the study.

5. FINDINGS AND SUGGESTIONS:

On the basis of analysis, interpretations and results the study seems to indicate that managers have the following attitude towards EIM.

There is a significant positive relationship at the 0.05 level in the attitude of middle-level managers towards EIM in MCPC. There is a significant positive relationship at the 0.05 level in the attitude of middle-level managers towards EIM in the area of increasing productivity in MCPC because the managers feel that during the committee meetings employees discuss matters regarding the company keeping in view the general running of the organization. They feel that employees bring out new methods of manufacturing the product. The cost of production of the goods reduces considerably due to active involvement. Safety measures are accepted by the employees thereby avoiding accidents. The managers also feel that employees become quality conscious and are aware of the circumstances affecting the economic position of the undertaking. Employees are committed to their jobs. Employees want to fulfill the objectives of the organization. Another attitude is that the managers feel that they should educate and train the employees.

There is a significant positive relationship at the 0.05 level in the attitude of middle-level managers towards EIM in the area of achieving job satisfaction in MCPC. The managers feel that employees actively participate in all the EIM schemes. Consensus on many issues is always based on suggestions made by the employees. Employees express confidence in the ability of the company to meet its targets or goals. Management enquires into the needs and wants of the employees. The managers also feel that employees speak favorably when talking about the company. Welfare measures, when suggested by employees, are administered by the management. Other incentives are given to employees. There is a significant positive relationship at the 0.05 level in the attitude of middle-level managers towards EIM in the area of reducing attrition in MCPC. The managers feel that the employees are free to voice their opinions on participative committees. Differences in opinion about conflicting matters are settled amicably. The benefits of employees are never withheld. Management keeps the promises given to employees. Managers also feel that employees' respect for management is not affected by involvement. There exists a cordial relationship between management and Trade Union leaders. Involvement forges ties of understanding between management and workers. There is a significant positive relationship at the 0.05 level in the attitude of middle-level managers towards EIM in the area of attaining self-realisation in MCPC. Managers feel that workers are content with the given facilities provided in the industry. Rewards are given to the employees who make essential suggestions. Managers also feel that employees' morale is high and they are motivated to give their best to the organization.

According to the analysis and findings, the following suggestions are proposed for generating total employee involvement in the company.

A) Top Management Role Model: It is essential for all the middle as well as top management to visibly demonstrate to the employees through their actions that they believe in involvement in management.

B) Effective Communication: The companies should develop an effective internal communication system by sharing valuable information with employees regarding company

plans, operations, financial problems/achievements, company accounts, technology planning, new policies and programs, etc.

C) Training and Development: Training should be provided to create a positive attitude, improve knowledge, sharpen skills and shape quality-oriented behavior directed towards all-round development.

D) Recognition and Rewards: Monetary and innovative rewards could be instituted regularly to encourage the building of the right competence needed for employee involvement and effective involvement.

E) Developing Internal change agents: It will be essential to develop internal change agents within the organization who will carry them forward and will ensure that the employee's involvement in management becomes a total reality. This can be done through effective attitudinal training, exposure to other companies both in India and abroad, sharing experiences and other interventions. It is observed from the study that in all the respondent organizations, office-level involvement, board-level representation and equity involvement on schemes are not prevalent. The researcher, therefore, suggests the introduction of the following four levels of involvement in MCPC.

F) Office and Unit Level Involvement: Office/Shop level committees could be considered as the primary operating level participative and consultative machinery. Here, it is proposed that the different formation committees are necessarily based on the functions. The researcher recommends that involvement at the various unit levels of all the organizations covered in the study could be introduced. The involvement would be by the unit level union (no outsider) with unit-level management. It would be imperative that the trade unions or employees representative are fully involved and supportive.

G) Board Level Representation: The study reveals that not a single organization covered in the study has introduced board-level representation schemes. The researcher, therefore, recommends that MCPCs should start very gradually in this direction. Initially, this could be introduced in those organizations having an adequate number of educated employees with a proper background to absorb and understand the broader approach required for long-range planning, marketing strategies, financial plans, etc.

H) Equity Involvement: It is suggested that the management of the organizations should seriously consider promoting equity involvement in their respective units by reserving a part of their new issues for their employees. In doing so, employees will feel a sense of ownership in the company, will feel that they have been respected and consulted, would be able to share in the improved gains through their contribution by way of equity involvement.

I) Association with Professional Bodies: Association and tie-up arrangements with the above professional bodies will significantly help both the organizations as well as the employees and the management in improving EIM schemes like the above institutions conduct a lot of workshops, conferences and seminars related to EIM. The ultimate goal of employee's involvement in management would be to maximize productivity and quality, increase the job satisfaction of the workers and self-realisation, promote industrial peace and harmony, and bring about improvement in the corporate as well as the national welfare. Economic gains in today's changing global environment can only come if management and employees work together in a spirit of true collaboration.

6. CONCLUSION:

There is a clear indication that involvement would emerge as a theme of management philosophy and style in the 21st century. In order to match all administrative and management systems to this tune, the workers should not view all the actions of management with suspicion and hostility. They must try and identify with their enterprise, its health and corporate objectives; they must fully understand why management decisions were taken and what would be the impact on the enterprise as a whole. Management should stop regarding employees as a group that only receives orders and directions. Unless they respect the employees as equals in the enterprise and give due weight to their views, they cannot win their confidence and expect them to help in arriving at correct decisions in the interest of the organizations. This could only be achieved by a free and continuous flow of information, information sharing and actual involvement with a positive change of attitudes both among the management as well as the employees. In this process, the power of changed positive attitudes both by managers and employees, coupled with voluntary involvement and effective action, would make a significant impact on the entire issue of employee involvement in management.

It is realised that the central idea of employee involvement is to involve the employees in the day to day management of the organization and to make the employees feel that their contributions are essential in the decision-making process of management. It is a type of activity in which both the management and the employees come together and discuss their problems and cordially serve them. Organizations planning to the involvement of their employees are advised to involve them as much as possible in designing their jobs. Supervisors should help their sub-ordinates decide their work profile and guide them keeping in mind organizational requirements. Employees should be advised to align their goals with organizational objectives. Empowerment in organizations is a recent trend that is being implemented in companies stage by stage. Newly empowered employees have a higher possibility of making mistakes. It is the responsibility of the management to guide them through the first stage of empowerment. If any organization wants to reap the benefits of employee involvement, it should help its employees learn, grow, fall and rise in this process. The results indicate that there is a significant role of employee involvement in management in increasing productivity, in achieving job satisfaction, in reducing attrition, and in attaining self-realisation through employee participation in management in organisations.

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