

**A STUDY ON
"EMPLOYEE PARTICIPATION ON MANAGEMENT"
TOYOTA**

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ABSTRACT:

New United Motors Manufacturing, Inc. (NUMMI) is a GM-Toyota joint venture that has been lauded by some for achieving performance based on high employee involvement, and criticized by others for intensifying work and harming workers. In 1993, OSHA cited NUMMI for paying insufficient attention to ergonomic issues during the introduction of a new car model. The authors analyze the origins of NUMMI's ergonomic problems and the responses of the company, union, and regulators. They also discuss a more ergonomically successful model introduction two years later. This case suggests that although employee involvement does not eliminate all divergence of interests between management and workers, it can change the terms of that divergence. When management reliance on employee involvement is complemented by strong employee voice and strong regulators, managers may find it in their interest to improve safety as a means of maintaining high employee commitment and thereby improving business.

Keywords: Workers, Job Satisfaction, HRM, Human resource, HR.

INTRODUCTION

The concept of employee participation represents a popular theme within the analysis of the earth of labor among scholars within the fields of economic Sociology, Industrial Relations also as Management. It refers to any arrangement which is supposed to involve low cadre employees (Employee) within the important deciding within the workplace. this means that rather than saddling only a gaggle within the enterprise (for instance, Management) with the responsibility of making decisions, all people who are to be affected by these decisions (including the worker) would be involved in its formulation and implementation.

Employee Participation in Management John Leitch has defined Industrial Democracy as "the organization of any factory or other business institution into slightly democratic state with a representative government which shall have both the legislative and executive phases".

Employee participation in management means giving scope for Employee to influence the managerial decision-making process at different levels by various forms within the organization. The principal kinds of Employee participation are information sharing, joint consultation, suggestion schemes, etc.

In recent time, scholars have directed increasing attention to the problem of employee

participation and its broader corollary, industrial democracy (Mankidy, 1984; Yesufu, 1984, Adewumi 1989; Verma and Syha; 1991, Weller 1993; Kester and Pinaud, 1996; Adu-Amankwah, K. and Kester, G. 1999). These concerns reflect a growing interest find ways to make work more meaningful and satisfying to the worker . This rest on the idea that the organizational goals of high productivity and harmonious industrial relations are best achieved when the upper level needs of the human elements (Employee)are satisfied.

OBJECTIVES OF THE STUDY:

1.The central objective of the study is to figure out the extent of employee participation in management deciding within the precise objectiveare

2. work out Employee level of involvement within the deciding process of then- workplaces.

3.To establish the general attitude of Employee towards employee participation in management decision making.

SCOPE OF THE STUDY

Scope of the study is confined to, what are the numerous facets and incentives of the organization, which are motivating the workers to stay with the organization. to hunt out out what aspects are satisfied and dissatisfied by the workers of the organization and thus the difference within the satisfaction level of executives of Non-executives.

REVIEW OF LITERATURE:

The present chapter deals with literature review on Employee participation in management (WPM). The review is split into five sections. It begins by reviewing the literature concerning the role and importance of WPM and its impact on productivity of the organisation. a various range of studies by various scholars presents the various perspectives with regard to WPM and its impact on productivity, the tactic of WPM and its importance within the organisations. Of late, strategic linkages of WPM with organisational objectives are explored by many researchers. Through an summary of selected studies within the above areas, an attempt has been made to bring out the essential parameters that govern WPM function, as considered relevant to the present study within the international and Indian context.

The first section that deals with WPM as a has three sub sections, namely, the origin and history of Employee participation, followed by an summary of Employee participation in several countries then an summary and history of WPM inIndia.

The second section deals with the literary concept of productivity through Employee participation in management. This section has two sub sections. the first deals with organisational productivity and second with employee'sproductivity.

The third section of literature review deals with levels of participation within the organisation.

The fourth section deals with the impact of WPM on the economic relations of organisational

productivity.

The fifth section deals with two case studies of company A and Company B in India, within the context of Employee participation in management. Company A could also be an outsized public sector unit handling the primary business of ore production and its export. It is a Maharatna Company employing over 7000 employees with an environment of peaceful industrial relations. Company B could also be a medium size public sector undertaking.

RESEARCH METHODOLOGY:

The study adopted the case study approach for the aim of conducting an empirical investigation to the problem of Employee Participation in Management deciding in HARSHA TOYOTA LIMITED work environment. The study was conducted and data were collected both through the primary and secondary source

Primary sources of data were derived from the questionnaire and in-depth interview from employees of all departments in HARSHA TOYOTA LIMITED like HR, Finance, Production, and Sales & Marketing. The questionnaire was in three sections - the first contained questions on respondent's personal data, the second on the extent of employee participation while the third is on employee participation structures.

Secondary source from company records, bulletins and other official documents. The adoption of these tools helped to collect both quantitative and qualitative data. A sample of 100 employees has been chosen for the study and easy sampling technique is used to select the sample for conducting the study.

HYPOTHESIS:

There is an enormous impact of employees participation in management. There is no significant impact of employees participation in management. There is no significant relationship between organisation grievance and organisation goals.

THEORETICAL CONCEPT:

The framework reveals that the five transformation variables are correlated. For example, safety, conditions of work, fixing work standards, and industrial discipline as the aspects of management. The best level of the Employee participation is at the shop floor level dealing with technical and production problems. This is the one level where the conflict of interest between the management and workmen is minimum, the matters are such that can be understood fully by the Employee, and the result of their participation can be judged accurately. The stage of participation at this level is the decisive participation. The government normally emphasises on shop floor level participation. Further, the better level of Employee participation is equity participation, employees holding shares, and employee ownership. Bharat Ram, one of the well-known industrialists is of the view that Employee participation can be better understood by the degree to which each partner could shed his inhibitions and approach the production problem in a spirit of give-and-take cooperation which, according to him, could best be achieved by equity participation by Employee.

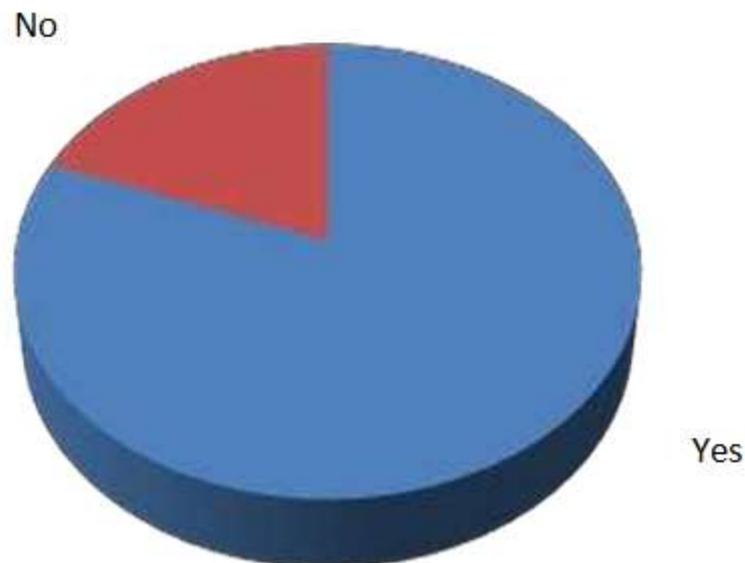
DATA ANALYSIS & INTERPRETATION

INTERPRETATION OF RESULTS

1) Do you think, employees have successfully adapted the changing working culture and environment of HARSHA TOYOTALTD?

OPTIONS:

Options	Responses(%)
Yes	81
No	19

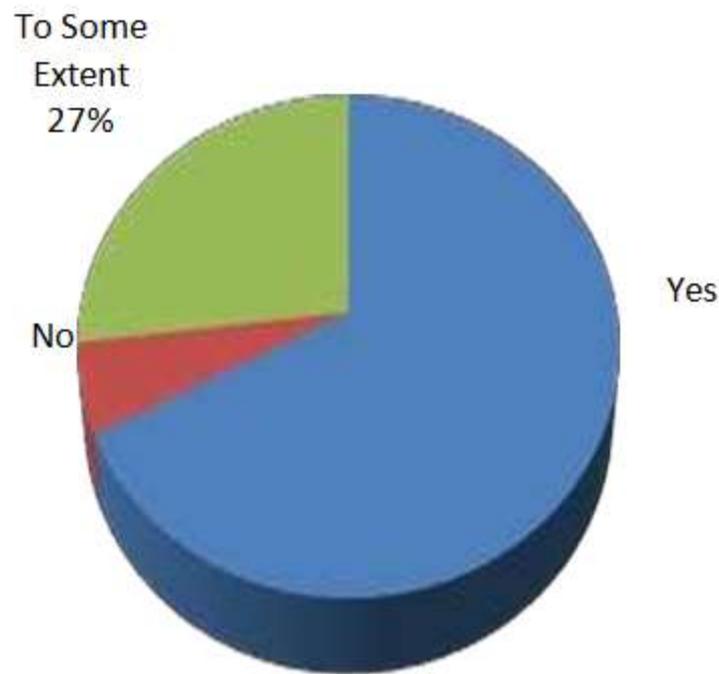


Interpretation: The above analysis says that 81% of the employees think that they have successfully adapted the changing work culture and environment of HARSHA TOYOTA LTD while the rest of 19% of respondents have not adjusted in the work culture of HARSHA TOYOTA LTD.

2. Do you have a good relationship/communication/mutual understanding with your immediate manager/supervisor?

OPTIONS:

Options	Responses(%)
Yes	67
No	6
To Some Extent	27

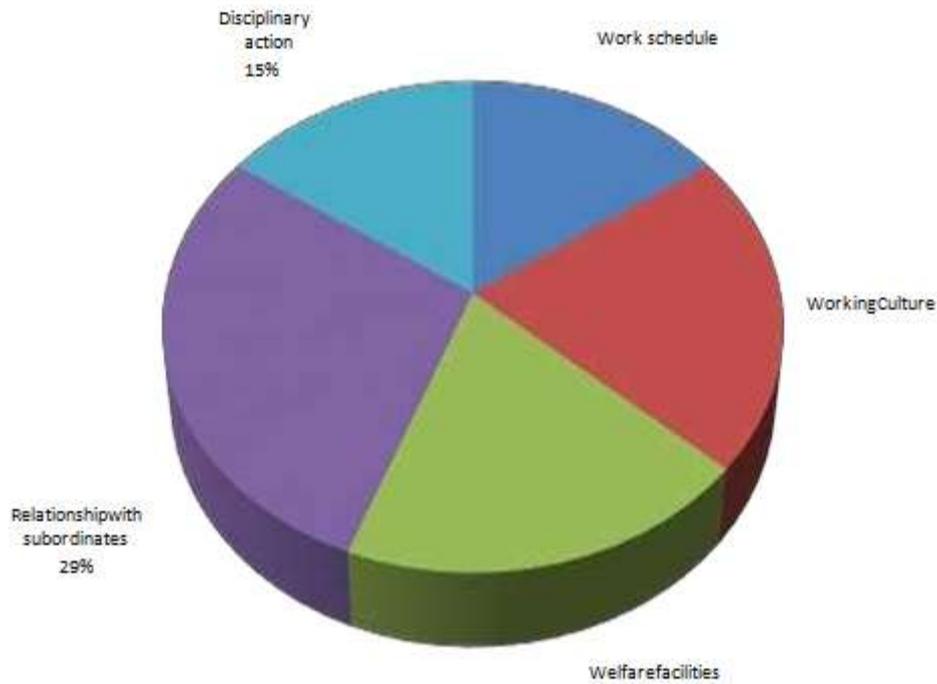


INTERPRETATION: The above analysis shows that 67% of the respondents have good mutual understanding with their immediate manager/supervisor which means relationship between the internal employees are good and harmonious. Remaining respondents either don't have good understanding with their manager or their relationship is not appropriate.

3. Out of the following options, which problem do you face regularly at HARSHA TOYOTA LTD?

OPTIONS:

Options	Responses(%)
Work Schedule	16
Working Culture	21
Welfare Facilities	19
Relationship with Subordinates	29
Disciplinary Action	15



Interpretation: The above analysis indicates that the major problem faced by 29% of respondents are relationship with subordinates, which could be because of the conflicts prevailing between employees of HARSHA TOYOTA LTD and this is resulted from Poor communication and Lack of openness.

FINDINGS, SUGGESTIONS & CONCLUSION

FINDINGS:

1. The HARSHA TOYOTA employees are satisfied with the functioning of the management in Participatory machineries and are initiative in organizational interest which is effective and efficient in functioning.
2. Majority of the employees agreed that management have a positive attitude towards staff and they are treated with respect at their work places and the participation is confined to only Employee.
3. The organization conducts sufficient number of training programmes and each and every one employee is very proud to work for HARSHA TOYOTA.
4. Majority of the employee's converse that Employee participation in management improves understanding between managers and Employee and the method which is mostly used in WPM is joint management councils.
5. The employees have the opinion that Employee needs trade unions to protect their interest and are satisfied with the various legislation implemented by the company and they view is that interpersonal relationship among employees is seen in respectable manner and agreed that the cooperation of trade unions is necessary to empowered employees for their

participation in managerial decision making. And the change is that, management has brought to their personal development through participation is recognition.

6. Most of the employees consent that committee members share the information with their colleagues after the meetings and that employees desire to participate in decision making in organizations.

7. The employees feel that conflict of interests between labor and management leads to failure of Employee participation in management and they did not agree that WPM weakens the trade unions.

8. Majority of the employees says that Employee participation in management improves understanding between managers and Employee and the method which is mostly used in WPM is joint management councils and communicated that decisions taken at the committee meetings are implemented and has the positive opinion about the councils working and performance.

9. Maximum of the employees feel that WPM provides better understanding to employers and employees about their role and process of attainment of organization goals and the organization has been considering the pre-requisites of successful Employee participation.

10. Majority of the employees feel that shop council and plant council benefit the organization to great extent and agreed that plant council plays an important role in operational areas, economical areas and welfare areas of the organization.

SUGGESTIONS:

1. From the analysis it is clear that Employee Participation in Management is positive in HARSHA TOYOTA Hyderabad. Some of the employees responded that management cooperation is poor so it should be improved by free flow of communication and information with the Employee Management should evolve a system of sharing the fruits of participation.

2. WPM schemes are not successful in organization so it should be improved by making aware of those schemes for all the employees in the organization. Management should develop a favorable attitude of Employee towards the schemes of participative management.

3. Most of the employees agree that conflict of interests between labor and management leads to failure of WPM so management should take the proper steps to reduce the conflicts between the labor as well as top level. Serious attention has to be given to the removal of hurdles.

4. A quantity of the employees responded that participation management in settlement of industrial disputes is poor. The management should try to the industrial conflicts between the employees and employers. There should trust between the two parties.

5. The management should focus on Employee Participation in Schemes. It should be

properly done which would adversely affect all the activities of the organisation. Effort should be made to stir up the Employee at the enterprise level to understand the schemes

CONCLUSION:

Employee Participation in Management has assumed great importance these days because it reduces industrial unrest and helps in dispelling employees' misunderstanding about the outlook of management in industry. The organization is giving utmost importance to the Employee's Participation in Management. The organization has been seen to practice sound participative mechanism. There exist a healthy sign of team spirit and co-operation among the employees in the organization. The employees seem to understand and co-operate with each other in the organization. Employee Participation in Management may reduce alienation or increase personal fulfillment of Employee. It also influences efficiency in various direct and indirect ways. Careful measurement and calculation are required to assess the net effect of participation upon efficiency and economic factor.

Employee Participation in Management is respectable at HARSHA TOYOTA . And employees believed that they will definitely get benefit hence, participation is confined to all the members in the organization and considers them at different levels of decision making. Employees acquiesce that committee members share the information with their colleagues after the meetings, the Employee participation in management improves understanding between managers and Employee and informed that joint management councils is the method of WPM which is used mostly in the organization.

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