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PARTICIPATIVE MANAGEMENT – A UNIQUE KEY FOR ORGANISATIONAL SUCCESS

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Participative Management – A Unique Key for Organisational Success

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Abstract – The goal of this paper is to discuss the impact of a participatory management style in a transition phase, primarily in an effort to examine the impact of a participatory management style on resistance to change and its influence on the effectiveness of change. Design / methodology / approach- Empirical study is addressed after a revision of prior studies to evaluate the nature and indicators of the links between engagement and organizational improvement. The authors used scales and other methods already reported to quantify the key principles, and gain some insight into the interactions between variables through a correlation study. Findings-Data show that participative leadership should provide the organization's participants with the requisite information to challenge things that may jeopardize adjustments, thereby seeing involvement as an information broker that sheds light on the reform mechanism by growing opposition to sources of reform. Limitations / implications of research-The key drawback being the limited survey, as well as the assumption that a sole respondent gives answers. Practical Consequences - This study can allow clinicians to look at opposition to reform from an optimistic point of view, therefore engagement may be considered a way to demonstrate perceived vulnerabilities and help reform agents to enhance the results of transition. Originality / value - The paper follows research that provides a constructive interpretation of opposition to transition. In addition , it offers some clues on what kind of origins of opposition to change are more relevant based on the kind of change itself. To analyze the connection between the essence of an industrial organization's ownership and the effectiveness of participatory management, to research if there is a substantial gap in the effectiveness of participative management between the production and service industries, to research whether there is a gap between the total number of employees

Keywords: Participative Management, Organisational Success, Employee Involvement

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INTRODUCTION

Participative Management-The Concept

In contemporary organisations human resources are assuming growing value. Obviously, in organizational environment the bulk of the issue is human and social rather than physical, technological or fiscal. The failure to accept this reality causes the government, business and the person to lose tremendously. It is true that efficiency is closely correlated with the disposition of human capital and their overall climate, consisting of economic and non-economic (political, social, cultural, sociological and psychological) variables that are interrelated, interdependent and interacting. Thus the human capital importance may be checked from time to time. Everyone should use the newest computers and technologies accessible in today's global economy. They might have goods that are similar. Owing to decreased steps made by the company to improve workforce satisfaction, all they may not get are the same persons. A company is comprised of a specific community of individuals.

It becomes human resources' duty to mesh individuals of different experiences of their mission and 5 priorities to build a synergy that can meet the objectives of both the company and the employee. Management has to understand that in the future, individuals will be the key to corporate progress, raw resources, finished goods and capital will not be the priority. Future progress may rely on how we employ the material that does not show on a balance sheet or a declaration of benefit and loss, the organization's human resources, the information that the employees hold. A new survey of U.S. firms found that the safest path to develop and become more efficient in terms of products and services.

Employee engagement is one of the main issues of human resource management and many companies have accepted workers as the most valuable commodity. It is a participatory mechanism that incorporates an employee's maximum potential and is intended to encourage greater dedication to the advancement of the company that would eventually contribute to results. The core concept behind this method is that they can become more empowered,

more dedicated to the organisation, more efficient, and more happy with their roles by including employees in the decisions that impact them and by their influence and power of their working lives.

EMPLOYEE INVOLVEMENT

Any organisation is the amount of its members. Via and through the individuals who operate in it, any decision or plan created by the company is followed. Therefore any company that wishes to thrive in the present age of cut price rivalry needs to respect the participation of employees. McGregor's Philosophy Y first gave the managers the concept of a participatory form of management. The result of his philosophy is that workers will have a good mindset that if their contributions are acknowledged and they are granted power and a voice in decision-making, they can work for the success of the organisation. Since then, the engagement of workers has taken several types, including changes to career management and increases in the standard of work life. It is a mechanism in which workers are encouraged to take part in strategic decision making. According to the Chartered Institution of Staff and Growth (CIPD): Employee engagement is 'a set of procedures intended to include all workers in an organization's sponsorship, awareness and maximum commitment and their adherence to its goals.

EVOLUTION AND DEVELOPMENT OF EMPLOYEE INVOLVEMENT

The concept of engaging the workers can appear self-evident, since in order to perform their job, staff must be interested. Employee participation is an established concept that is being continuously revitalized across the globe by organisations and new generations of practitioners. For example, a manual called the "employee advice method," developed by Eastman Kodak in 1898, is the oldest known framework of organized employee engagement. In their numerous studies, the school of human relations advocated by thinkers in the sector such as Mayo, Vroom, Likert and Maslow, among others, has drawn conclusions that positive motivating factors created by methods such as employee engagement will create a more innovative, involved and hence more profitable workforce. While employee engagement is just one component of organizational communication, it is nevertheless broad and varied in its ways. Styles of EI, controlled by national, economic and social forces, often develop and modify with administrative vogues. For example, the First World War saw a substantial rise in workers' militancy coupled with an increasing prominence of left-wing philosophies, many of which adopted diverse modes of workers' influence, like Guild Socialism (Cole, 1917)¹. As Marxist theory is based around an interpretation of how capitalism undermines the worker in the workplace, the Bolshevik revolution in Russia in 1917 has had a major influence on job relationships. These factors have, and still have, a major effect on the debates concerning topics relating to the thesis.

BASIS OF WORKER'S PARTICIPATION IN MANAGEMENT

The justification for employee engagement can be physical, social, sociological or legal, and is mainly intended to encourage collaboration between employers and workers at the enterprise level. The moral foundation is the employer's ability to acknowledge the argument of employers on the ground that the employees make a significant contribution to the growth and efficiency of industry, and that equity requires that the economic benefits be divided fairly. Experience demonstrates that economic growth cannot be accomplished until efficiency is enhanced, and this aim cannot be reached without workers' wholehearted cooperation.

In reality, efficiency is the key to success for the country. It is important to establish policies of decent terms of jobs and fair conditions of operation in order to provide stronger labour relations and, among other items, to have more social-security benefits. It is claimed that if certain steps are introduced, then industrial prosperity and harmony will undoubtedly be delivered. The key explanations for this pattern can be attributed to human psychology. A desire for status and recognition in the organisation in which he serves remains in the worker's head. This feeling gives him a proud partner in the company and creates in him a willingness to function if he can be made aware of the reality that his object of operation is connected to the broad purpose of the company. The most exciting cause of growth is this universal ability to co-operate. This will unleash enormous possibilities of growing the efficiency of their benchmarks at higher and higher stages, if properly used.

LEVELS OF WORKER'S PARTICIPATION

The presence of staff is necessary at all levels of administration, although this usually depends on the essence of the duties undertaken, the intensity of the workforce, the amount and diversity of departments in an organisation, and the position of the labor union and management.

There are four stages of engagement, generally speaking, which are as follows:

Participation in the information shall be at the initial stage where the participants are entitled to collect details and provide opinions on subjects of general economic interest, such as I the condition of the economy, (ii) production and sales 173(5 3 Oi Vi DolvariUF 21, (iii) the reorganization of production methods and processes and the general running of the undertaking, (iv) the circumstances concerning the economic situation.

Consultative involvement The management consults the members of the staff on subjects pertaining to I the execution and adjustment of the standing instructions, (ii) the implementation of modern manufacturing

methods and procedures, (iii) the development of production requirements for persons and machines in the unit as a whole. This is preferable opposed to comprehensive engagement which requires a larger degree of exchange of the participants' opinions which allowing them a chance to share their feelings.

Administrative involvement is already at the next higher stage under which a larger degree of power sharing and administrative roles are given in issues such as: I implementation of welfare programs (including canteens, dining rooms, leisure facilities, school programs, kindergartens, etc.), (iii) control of protection initiatives, (iii) penalties and welfare funds, (iv) open. and (vii) any other matter which the two parties can consent on. Compared to other levels of involvement, administrative engagement includes a larger degree of cooperation of the jurisdiction and accountability of the duties of management, and encourages staff to exert managerial and supervisory control a little more autonomy.

Participation in decision-making is the greatest degree of participation, where employees have the ability to engage in decision-making processes. It could be argued, however, that involvement may be defined at two or three levels at maximum-the magnitude of each depending on the standard of management and the character of the employees.

IMPORTANCE OF EMPLOYEE INVOLVEMENT

Innovation

Employee Engagement helps staff to come up with more suggestions and troubleshoot problems while there are hurdles. It promotes growth, thought critically and imaginatively. Employees can perceive a specific situation differently from a boss, and can conceive of a innovative approach that may not be seen in a closed management workers circle.

Improved Morale

When the organisation considers its workers as assets and takes due account of their feedback, faith rises in them and the corporation benefits in multiple aspects, such as efficiency and loyalty. It also increases staff productivity and manages workforce performance. The more the employee is connected to the firm, the more seasoned they become, rendering them advisors to new workers and important for managerial employees.

Increased Productivity

Employee participation and encouragement are specifically translated into improved efficiency. They become more effective over time as workers are granted freedom and encouraged to be more self-sufficient, when they learn to manage their roles with limited intervention. This provides ample opportunity for administrative workers to carry up tasks rather than

allocating tasks to subordinates and decreases micromanagement, which is slowing efficiency.

Team Cohesion

Employee engagement facilitates stronger partnerships between workers and their employers, since more autonomous staff appear to develop improved working relationships. Each sees the other as gaining from their 9 partnerships that operate together. Moreover, more self-governance in the workplace reduces dependency on bosses and superiors, and laterally redirects the focus to co-workers.

ORGANIZATIONAL EFFECTIVENESS:

The idea of how successful an organisation is at producing the results that the company wants to achieve is organizational efficacy. Organizational efficacy is an abstract term that may essentially be calculated. The organisation defines reference metrics instead of assessing operational effectiveness, which would be used to reflect effectiveness. We can include topics such as management productivity, employee morale, core skills, amount of people serving, styles and sizes of divisions of the population served, etc. So we concentrated on employee success that correlates in Organizational effectiveness to what degree this proxy test applies.

SIGNIFICANCE OF WORKER'S PARTICIPATION IN MANAGEMENT

In human interactions, engagement is not merely a hypothesis originating by those searching for a fresh concept. There is sufficient proof that it functions in reality. ^ Awareness of the human element and human rights in business in order to promote higher output, to maintain greater welfare for staff and harmonious workplace relations-both of which highlight the need and need for improved involvement by staff in management and greater labor union at all management levels. These advantages were first experimentally proposed by Roethlisberger, Bavelas and Coch and French A research carried out by Vroom in classic business studies showed that involvement in decision-making had beneficial impacts on attitudes and encouragement. It was also revealed that, "the severity of the results depends on certain of the participants' personality traits." Authoritarians and people with poor requirements for freedom are evidently untouched by the chance to engage in decision-making. In the other side, by involvement, equalitarian and those who have clear requirements for equality build a more constructive outlook towards their jobs and stronger incentive for good success. Participation, apart from fulfilling the desires of an individual, has also been found to be cherished and respected, allows him the scope to engage in making decisions regarding employment,

working hours and working standards and thereby enhance the job situation in this regard. People are living in an era of development and development within culture. Today, labour is not simply a development force, earning only minimal wages, but a human element needing human attention. In nearly all the countries of the world, attempts are being made to create industrial peace. In this sense, the most effective instrument for ensuring industrial peace and resolving industrial strife is regarded to be employee involvement in management.

Frederick and Kenneth (1973) claimed that the 35 participatory system offers a route to the fulfilment of the desires of workers and excellent business income. Mehta (1977) emphasized that it has improved staff performance, increased competitiveness and sustainability of the enterprise where the WPM system works efficiently. Narain (1984) stated that the majority of managers and trade

REVIEW OF LITERATURE

Huselid (2012) sought to establish a substantial correlation between bundles of positive HR activities and the success of the organization. He defined a variety of 'high-performance work activities or processes' (HPWP or HPWS) that promoted employee talents, organizational frameworks, and motivational phrases. The former, also referred to as High-Commitment Work Practices (HCWP) or High-Involvement Work Practices (HIWP), contained a range of participatory components such as work life quality schemes, employee personality polls, wealth sharing, etc.

(Mitchell, 2014) Staff engagement, also referred to as participative decision-making (PDM), in decision-making. Shared decision-making in the job situation is concerned It's described by **Locke and Schweiger (2015)** as 'joint decision making' between managers and subordinates.

Noah (2012), in order to close the contact divide between management and staff, it is a specific type of delegation in which the delegate enjoys greater autonomy and greater freedom of option. It relates to the degree of engagement of staff in the strategic development operations of a company. A organization may require a high or low degree of workers. A high degree of participation (deep participation of employees in policy making) implies presence of all groups of employees in the planning phase.

Blyton et al (2014) defined engagement by workers as being more essentially power-oriented, usually about collective decision-making or co-determination.

(Lewis, Thornhill and Saunders, 2013) Briefing groups are communications programs which include line managers regularly disseminating information to the employees approved by top management. The reason for such participation at the job level is

connected to managerial efforts to produce greater productivity by which supervisory time and performance through tapping into employee know-how.

(Armstrong, 2012) The Joint Advisory Committee *is* basically a way for management and personnel to meet in advisory committees to address and decide issues concerning their shared or respective interests.

Spreitzer et. al. (2013), it has been observed that staff with a larger preference as to how to do their own jobs have high job satisfaction and, therefore, good results. A important relationship has also been formed between the level of consultation with employees and the dedication to organization.

(Richardson et al., 2014). While employee engagement may be at the center of many contemporary activities and surveys, the degree to which efficiency improvements at the corporate level are ultimately accomplished through decentralizing decision-making power to lower-level workers remains uncertain

Latham et al . (2014) suggest that even less research support remains for the importance of employee engagement in management decision-making. Scholars have also concluded that employee interest in decision-making can mainly serve to make them feel positive about their employment and companies but do nothing to improve the efficiency of the company (Wagner, 2013)

Karen Legge's (2012) work as examined by Malik in 2009 describes the frequent themes of traditional HRM concepts as the need to align human resource practices with strategic business strategy in order to improve a fitting (or inappropriate) corporate culture. Furthermore, human capital are important and a source of competitive advantage which can be achieved more efficiently by mutually consistent policies that promote dedication. Employees are also encouraged to behave in a friendly fashion to promote the achievement of operational excellence. Legge (cited in Malik 2009) further stated that HRM stresses the creation of a strong organizational culture not only by providing guidance to an institution but also by mediating the strain between individualism and collectivism, as individuals socialized into a strong culture are subject to traditional group constraints on attitudes and behaviour.

(Willard, 2013). Studies have found that staff tend to be associated in environmental programs "The respondents in one survey indicated overwhelmingly that they want to be hired by a sustainability company; 96% said they would like to work in a" efficient business that also aspires to be good

Lawler (2013), quoted in Light 2004, argued that the success of the EI program within an entity relates directly to the degree to which the organizational

system vertically incorporates content, expertise, power and rewards. The performance of EI systems thus involves the convergence of all four systems at the same time.

Lawler & Mohrman, (2014): Employee participation is a participatory method that utilizes the maximum potential of employees and is intended to promote employee contribution to corporate performance. In addition, employee engagement is interpreted as a set of strategies designed to achieve the purpose of supplying employees with a mixture of knowledge, power and/or rewards (Cotton, 2012).

A more descriptive concept of employee engagement has been given by **Peter B. Grazier (2014):** It is a means of engaging workers in an organization's thought process at all levels. It's the acknowledgement that by asking the opinion of those who might be impacted by the decision, certain choices taken in a company may be rendered stronger. It's an acknowledgement that individuals have special skills, strengths, and ingenuity at all levels of an organisation that can be of great benefit if enabled to be shared.

OBJECTIVES OF THE STUDY

1. To analyse the causes of participation of workers inside the chosen firms.
2. To research to find out the connection between employee engagement to PISOOLIP-The Slavery of Interrelationships organizational effectiveness.
3. To define the Organizational Effectiveness variables needed.

RESEARCH METHODOLOGY

Learning and Behaviour Modification

A good indicator of their behaviour change and career growth is the attitude of workers to constantly improve and grow. According to the Dictionary of Psychology (1934), learning means 'the process of acquiring the capacity to react adequately to a circumstance that may or may not have been experienced previously, the beneficial improvement in response patterns as a consequence of previous practice, particularly the development of a new sequence of complex organized motor response; the fixation of memory items so that t

Tools for Identification of Employee Talents

In order to evaluate their skill growth, there are a range of conventional and contemporary methods used to determine the aptitude and temperament of workers within a corporate organization. Those methods are presented briefly below:

1. Individuals are hypothetically introduced to real-life scenarios in simulation. A person's web designing expertise may be obtained by assigning time as deadlines to a given web-related mission. Similarly, the decision-making skills of an employee may be accessed when finding answers to a real-life organizational challenge.
2. Job-awareness measures These assessments assess a person's degree of knowledge in a specific field of employment. Based on work review data, assessments may be planned.
3. Personality Assessments Personality measures are used to understand the personality traits of workers.
4. Ability inventory assessments Competence inventory assessments are useful for knowing an employee's fields of interest.
5. Cognitive skill assessments These measures are used for staff of a corporate company to assess thinking skills, knowledge, and verbal and numeral skills.
6. Tests in psychomotor capabilities These tests are used to assess job agility and communication skills.

PISOOLIP'-The Bondage of Interrelationships

Table no. 1: Correlation among the core variables determining the effectiveness of participative management

PISOOLIP'	Productivity	Teamwork	Human resource of the Organization	Organizational culture and other	Organizational development	Leadership and communication	Employee satisfaction	Performance
Productivity	1	0.999	0.994	0.994	0.992	0.991	0.991	0.993
Teamwork	0.999	1	0.999	0.999	0.999	0.999	0.999	0.999
Human resource of the Organization	0.994	0.999	1	0.999	0.999	0.999	0.999	0.999
Organizational culture and other	0.994	0.999	0.999	1	0.999	0.999	0.999	0.999
Organizational development	0.992	0.999	0.999	0.999	1	0.999	0.999	0.999
Leadership and communication	0.991	0.999	0.999	0.999	0.999	1	0.999	0.999
Employee satisfaction	0.991	0.999	0.999	0.999	0.999	0.999	1	0.999
Performance	0.993	0.999	0.999	0.999	0.999	0.999	0.999	1

Source: Primary data

The variables chosen as integrated in 'PISOOLIP' for the current analysis are linked to each other and have a say in assessing the efficacy of the industrial sector's participative management. In order to determine the bondage thickness between.. PISOOLIP-A Conceptual Change in the Approach to Assess the Effectiveness of Participative Management The researcher has attempted a correlation analysis focused on the whole collection of primary results, the eight key variables assessing the effectiveness of participative management. It is inferred from Table 1, that all eight core variables are positively associated. There are a total of 28 partnership pairs, of which 25 are strongly correlated and the other 3 are low correlated. To draw such a

result, the researcher found those pairs with a value of 0.7 or greater as the strongly correlated pairs for the Karl Pearsons 'Coefficient of Correlation and those pairs with a value varying from 0.5 to 0.7 for the Karl Pearsons' Coefficient of Correlation as moderately correlated.

DATA ANALYSIS

Co-operative sector

In Table 2 the association between core variables evaluating the effectiveness of participatory management in the industrial units of the cooperative sector is presented

Table 2: Correlation among PISOOLIP in the Co-operative sector industries

	Productivity	Industrial relations	Social commitment of the Organisation	Organisational effectiveness	Organisation culture and development	Labour welfare and compensation package	Industrial discipline	Professional development of the labour
Productivity	1	-0.073	0.290	0.305	0.043	-0.235	-0.351	0.287
Industrial relations	-0.073	1	0.761	0.618	0.381	0.712	0.497	-0.123
Social commitment of the Organisation	0.290	0.761	1	0.445	0.383	0.308	0.300	-0.033
Organisational effectiveness	0.305	0.618	0.445	1	0.565	0.892	0.350	0.411
Organisation culture and development	0.043	0.381	0.383	0.565	1	0.544	0.309	0.050
Labour welfare and compensation package	-0.235	0.712	0.308	0.892	0.544	1	0.587	-0.008
Industrial discipline	-0.351	0.497	0.300	0.350	0.309	0.587	1	0.190
Professional development of the labour	0.287	-0.123	-0.033	0.411	0.050	-0.008	0.190	1

In bold, significant values (except diagonal), at the level of significance $\alpha = 0.05$ (two-tailed test).
Source: Primary data.

Because, as seen in Table 2, several of the pairs of relationships have major similarities, own values are observed for the whole data collection with respect to the Cooperative industrial units.

In Table 3, Eigen values are given. Factor loadings are calculated as per Table 4 on the basis of the own values contained in Table 4. It is found that two sets of variables include

Table 3.: Eigen values representing the Co-operative sector industries

Eigenvalue	F_1	F_2	F_3	F_4
	3.422	1.320	1.028	0.657

Source: Primary data.

Table 4: The factor loadings in respect of the Eigen values in the Co-operative sector industrial units

PISOOLIP	Factor Loadings		
	F_1	F_2	F_3
Productivity	-0.079	0.477	0.467
Industrial relations	0.838	-0.170	0.216
Social commitment of the Organisation	0.724	0.081	0.593
Organisational effectiveness	0.817	0.345	-0.097
Organisation culture and development	0.562	0.062	0.049
Labour welfare and compensation package	0.839	-0.236	-0.180
Industrial discipline	0.692	-0.152	-0.488
Professional development of the labour	0.114	0.921	-0.346

Source: Primary data.

CONCLUSION

With the accelerated industrialization and increasing rivalry, aligned with the liberalization, privatization and globalization policies, the manthra of the hour is 'survival of the fittest.' Without supporting the idea of participatory management, which is also the grand panacea for many of the challenges and disease of the manufacturing sector today, no corporate establishment will maintain throughout the long term. To build a cordial and welcoming atmosphere to allow participatory management more productive and substantive, it is the need of the day to re-engineer the human resource practices of business organizations. The eight-point scale of 'PISOOLIP' to assess the efficacy of employee engagement in management gains additional importance in this regard.

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