

**A STUDY ON THE EMPLOYEE INVOLVEMENT IN  
KOTHARISUGARS AND CHEMICALS LIMITED,  
KATTUR ATTIRUCHIRAPPALLI**

**M.PRABHA<sup>1</sup> AND G.JOHN<sup>2</sup>**

<sup>1</sup>Ph.D.Scholar(Part Time) PG&Research Department of Commerce,St.Joseph's College,  
Trichy &Assistant Professor,Department of Management Studies,  
Shrimati Indira Gandhi College,Trichy

<sup>2</sup>Associate Professor, PG&Research Department of Commerce,St.Joseph's College,Trichy

**Abstract:**

*Programs for employee involvement in management decision-making have evolved through numerous stages. Many of these programs, once implemented, did not last. Employee Involvement, Work involvement management (WIM) contains many advantages. By its nature, Employee involvement requires an organization to articulate and assess its most basic activities and values. Work Involvement, instead of imposing a new program on an existing structure, has the potential to reconstruct an organization. Often, for employee participation or a labor-management partnership to work, such fundamental change is needed. Successful implementation of strategic goals requires the understanding and support of the people most often expected to carry out those goals—the employees. In this case, employee involvement and management can be instrumental in producing a sustained commitment and enhanced relationship among employees and performance.*

**KEYWORDS:**

Employee Involvement, communication, work environment, Job Content, Reward and Recognition.

**INTRODUCTION**

Over the years, worker unrest and agitations has rocked many organizations the world over and non-involvement of employees in the decision-making process has accounted for many of these. Decision-making in organizations has been the preserve of top management without the involvement of those on the lower rungs of the ladder of management, yet they are the very ones expected to see to the implementation of these decisions.

Employee involvement or participation in decision-making is a concept that has not been widely understood and accepted by many as forming a very important part of human relations in organizations. The impression given by those who propose it is that it will eliminate conflicts and disagreements between the employees and management body when it comes to implementation and compliance since decisions are taken both in the interest of the employee and the organization as a whole (McGregor, 1960)

Employee participation if practiced would ensure a favourable atmosphere for implementation would be created as staff would have a feeling of trust and a sense of belongingness and therefore take ownership of decisions and see to its successful implementation.

**WORKERS INVOLVEMENT IN INDIA:**

WIM in India entered the Indian scene in the year 1920, when Mahatma Gandhi had suggested

Please cite this Article as : M.PRABHA<sup>1</sup> AND G.JOHN<sup>2</sup> , A STUDY ON THE EMPLOYEE INVOLVEMENT IN KOTHARISUGARS AND CHEMICALS LIMITED, KATTUR ATTIRUCHIRAPPALLI : Tactful Management Research Journal (May. ; 2013)

#### A STUDY ON THE EMPLOYEE INVOLVEMENT IN KOTHARISUGARS .....

that workers should participated and contributed to the organization and also share its prosperity. He advocated a relationship characterized by friendship and cooperation between the workers and management.

An expert committee on the Companies Act and the MRTP Act was set up by Government of India, under the chairmanship of Justice Rained Sachet, and the terms of reference among other thing included suggesting of mentors for improving workers involvement in management. The recommendations of the committee included worker's representation in the board of directors and allotment of equity to workers. Similarly another under the chairmanship of Tavindra Verma, the then Union Minister for Labour, was constituted to look into the various aspects, statutory and non-statutory schemes, and also recommend outlines or comprehensive schemes for workers' involvement in management.

The key recommendations of the committee included;

Three tier system of involvement, that is, shop-floor, plant, and board levels legislation for covering all undertakings with 500 or more workers.

Provision for extending the scheme to enterprises with at least 100 workers

Usage of secret ballot for electing representatives

Issue of not less than 10% equity to workers

Based on the various schemes introduced between 1975 and 1977, the Government of India during the year 1983 formulated a comprehensive scheme for WIM in central public sector undertakings. Forms of worker's involvement in management.

The various forms of WIM currently prevalent in the country are:

Workers committee.

Joint management councils.

Joint councils

Unit councils.

Plant councils.

Shop councils.

Worker's representation in management board.

Workers participation in capital Share.

The main features of the above- mentioned councils include that every division or zone with or more people shall have a joint council and the number of councils in the joint council will depend on factors such as types of services, in consultation with the recognized union. The members are to be actually engaged in the said region and will have a term of two years. In the event of mid-term vacation the casual vacancy can be filled by nomination. The council will be headed by the CEO or regional head of the organization. It will have a secretary, who would assist in day-to-day activities such as preparation of agenda and minutes when deemed necessary of alternately at least once in a quarter. The decisions are to be taken by the council on consensus basis only. The joint council would be used for resolving issues, unit level matter, skill development of employees, improving working conditions, the suggestion of workers, and through awards.

#### REVIEW OF LITERATURE

According to Fox (1974) 'Taylorism' and 'scientific management' focused on limited discretion. Such methods of managing employees involved breaking down jobs into simple component elements, prescribing the way in which tasks were performed, providing close supervision and bureaucratic rules and regulations which served to create a mutually reinforcing cycle of low trust relations

According to Deci and Ryan (1987) management which fosters a supportive work environment typically displays concern for employees' needs and feeling, provides positive feedback and encourage them to voice their concerns, develops new skills and solve work- related problems. Employees who are self- determined experience a "sense of choice in initiating and regulating one's own actions".

Hyman and Mason (1995) argue that employee involvement scheme extend little or no input into corporate or higher level decision making" and generally do not entail any significant sharing of power and authority

Whilst some argue that employees are 'engaged' if they have a positive attitude towards work, other such as

#### **A STUDY ON THE EMPLOYEE INVOLVEMENT IN KOTHARISUGARS .....**

Purcell et al (2003) suggest that employee engagement is only meaningful if there is a more genuine sharing of responsibility between management and employees over issues of substance. The CIPD survey conducted by Truss et al (2006) suggests that strengthening employee voice can make a difference to organizational performance.

Clearly employee engagement also depends on the manager or supervisor. [ 2004 ] argues that when managers employ a philosophy of “servant-leadership”, where by a manager's primary role is in supporting and serving those around them, the environment becomes 'highly engaged. Slots [2004] argues in order to create a highly engaged environment managers must be engaged; “if managers aren't engaged it's unlikely employees will respond to any efforts to engage them”. Research has demonstrated that employee engagement tends to be based on factors such as the relationship they have with their managers [Blizzard 2003]. Yet other theorists claim that employee engagement depends on offering empowerment and that jobs should fit employees' interests [Lloyd 2004 and MacDonald 2002].

Employee voice can be defined as the ability for employees to have an input into decisions that are made in organizations (Lucas et al 2006). It has been argued that one of the main drivers of employee engagement is for employees to have the opportunity to feed their view upwards (Truss et al 2006).

Research by Robinson (2006) suggests there is considerable evidence that many employees are greatly under-utilized in the workplace the lack of involvement in work-based decisions. Employee involvement is seen as a central principle of 'soft' HRM, where the focus is upon capturing the ideas of employee and securing their commitment.

#### **SIGNIFICANCE OF THE STUDY:**

In India the industrial policy resolution, 1956, had advocated WIM as a step towards creating a socialistic pattern of society. The second 5 year plan supported for improving productivity of employees, involving in the decision making process, and more importantly meeting the employees need for self-expression with the ultimate objectives of maintaining cordial industrial relations. WIM facilitates the achievement above objectives by providing challenging assignments to workers, increasing their responsibility consciousness, increasing the relevance of their work, permitting them to have a say in management decisions, improving employer employee communications, and also workers supervisor relationship. “While the employee Involvement in the organization lead more and more productivity and accepting challenging assignment” This study tries to find out the general opinion about the Employee Involvement in Kothari

#### **SCOPE OF THE STUDY**

The Present study has been undertaken to know the extent of employees' involvement in Kothari Sugars Pvt Ltd.

To find the measures that is taken to enhance the employee involvement and to improve the performances.

The study can be used to bring out the solution for the problem faced by the employees at work and which affects their performance.

Through the study the company would be able to know the satisfactory level of employee.

#### **OBJECTIVE OF THE STUDY:**

To study the employee involvement in work with respect to Kothari sugar PVT LTD. In Trichy.

To know the relationship between the employee involvement and their performance at work.

To identify the factors that enhances the employee involvement.

#### **MATERIAL AND METHODS:**

The aim of the present study is to collect the opinion of the employee involvement among the employee and to identify the level of involvement and which factor affect more to the employee to involve. A Self prepared interview schedule has been prepared by the researcher by focusing on Leadership, communication, work environment, Job Content, Reward and Recognition. The interview schedule consists of 25 statements which are capable of assessing the opinion about the employee involvement from the company. The study confined with three department which are mechanic, chemical and quality of Kothari Sugars and chemical Limited. Among these department been selected by using stratified random method for the present study. The universe consists of whole employee of the company from that the researcher 30 selected through the simple random sampling technique by adopting lottery method. Data

**A STUDY ON THE EMPLOYEE INVOLVEMENT IN KOTHARISUGARS .....**

was collected directly in the college through self structured interview schedule with five point scale. The study was descriptive in nature.

**ANALYSIS AND INTERPRETATION:**

The study shows that most of the employee in the age group of 21-30years (80.5%) and maximum of the employee were married (70%). In viewing the respondents were completed Under Graduates. It also indicate absolute majority of the respondents having 16-20 years of experience.

S.No	Department	Mean	S.D	Statistical inference
	<b>Leadership</b>			
	<i>Mechanical (n=15)</i>	21.69	1.511	T=-.848 Df=28
	<i>Chemical (n=15)</i>	22.40	1.798	.397>0.05 Not Significant
	<b>Communication</b>			
	<i>Mechanical (n=15)</i>	23.01	3.079	T=-1.383 Df=28
	<i>Chemical (n=15)</i>	22.56	3.040	.168>0.05 Not Significant
	<b>Working environment</b>			
	<i>Mechanical (n=15)</i>	19.62	4.710	T=-.348 Df=28
	<i>Chemical (n=15)</i>	20.83	4.753	.728>0.05 Not Significant
	<b>Job content</b>			
	<i>Mechanical (n=15)</i>	22.75	8.553	T=-.913 Df=28
	<i>Chemical (n=15)</i>	21.79	9.349	.362>0.05 Not Significant
	<b>Reward and Recognition</b>			
	<i>Mechanical (n=15)</i>	19.45	3.276	T=-.008 Df=28
	<i>Chemical (n=15)</i>	18.70	3.090	.994>0.05 Not Significant

Statistical test: Student 't' test was used the above table

The above table indicates that there is no significant difference between department wise of the respondents and their employee involvement like leadership, communication, working environment, job content and others. Hence the calculated value greater than table value ( $p>0.05$ )

**SUGGESTION**

In Order To Strengthen the Employee Involvement, The Company can enhance the rewards and incentives

#### **A STUDY ON THE EMPLOYEE INVOLVEMENT IN KOTHARISUGARS .....**

for the best performance.

The company can facilitate employees union, or voluntary groups to ensure team work and better involvement in the work.

The company can concentrate more on recreation facilities; they can even entertain their employees by having celebrations.

As the company is already having good involvement among the employees, they have to retain it and adopt strategies to improve these prospects.

#### **CONCLUSION**

Employee involvement is based upon the recognition that the success of any organization is determined to a significant extent by the contribution of its employees. Employee involvement programmes therefore seek to facilitate the involvement of employees in the company. If one were to analyze the work patterns, nothing much separates one individual from another, and an employee is as good or as bad as the opportunity and the environment he gets to work. A conducive work environment, where every individual employee is seen as a leader, actually helps to build better organization.

Today most of the organizations have realized that the satisfy employee is not necessarily the best employee in terms of loyalty and productivity. It is an engaged employee who is intellectually and emotionally bound with the organization, feels passionately about its goals and is committed towards its values. KCL conducts such activities to engage or involve its employee and provides a good work environment so that its people can be happy and most important satisfier. People get equal chance to participate in the activities. They are involved in the activities other than work. A comfortable work environment is there where every employee feels comfortable.

#### **BIBLIOGRAPHY**

- Berg, Peter, Eileen Appelbaum, Thomas Bailey, and Arne L. Kalleberg. 1995. "The Performance Effects of Modular Production in the Apparel Industry." Technical Paper. Washington, D.C.: Economic Policy Institute.
- Deci, E.L. and Ryan, R.M. (1987) 'The support of autonomy and the control of behaviour', *Journal of Personality and Social Psychology*, 53, pp 1024-1037.
- Eaton, Adrienne E. 1995. "New Production Techniques, Employee Involvement and Unions," *Labour Studies Journal* 20(3): 19-41
- Hyman, J. and Mason, B. (1995) *Managing Employee Involvement and Participation*. London, Sage.
- Purcell, J., Kinnie, N., Hutchinson, S., Rayton, B. and Swart, J. (2003) *Understanding the People and Performance Link: Unlocking the Black Box*. London, CIPD
- Robinson, D., Perryman, S. and Hayday, S. (2004) *The Drivers of Employee Engagement*. Brighton, Institute for Employment Studies.
- Rundle, James R. 1994. "The Debate over the Ban on Employer-Dominated Labour Organizations: What Is the Evidence?" In *Restoring the Promise of American Labour Law*, ed. Sheldon Friedman, Richard Hurd, Rudy Oswald and Ronald Seebet, 161-176. Ithaca: ILR Press