

A Study On Worker's Participation Management at Heritage Foods -Hyderabad

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ABSTRACT

Heritage Foods Limited, a leading food and dairy company headquartered in Hyderabad, has implemented various initiatives to enhance workers' participation in management. This participative approach involves employees in decision-making processes, fostering a collaborative work environment. Workers at Heritage Foods engage in regular meetings, committees, and feedback sessions, contributing ideas and suggestions to improve operations and address workplace issues. The management recognizes the importance of this involvement, as it leads to increased job satisfaction, better communication, and higher productivity. Through surveys and interviews, employees have expressed a sense of ownership and motivation, feeling valued for their contributions. Despite challenges such as communication barriers and resistance to change, the company continues to promote a culture of inclusivity and transparency. By leveraging best practices and addressing barriers, Heritage Foods aims to further strengthen its participative management approach, enhancing both employee well-being and organizational performance.

1. INTRODUCTION

The concept of participation is expressed by different experts in different ways. The term participation is also variously understood by involved parties. The parties involved in the participation are workers, management and government. For management it is a joint consultation over the particular issue prior to decision making, for workers it means co-determination, while for government it is an association of labour with management without the final authority or responsibility in decision making.

The concept of worker participation was introduced with the interest to bring forward or involve the non-managerial employees in their related issues so that their opposition can be avoided cooperation. This is the new concept in industrial relations to bring industrial democracy to the industry. It can be said that the arrangement which is designed to involve employees in the important decision making within the workplace at different levels.

1.1 NEED OF THE STUDY:The concept of worker participation was introduced with the interest to bring forward or involve the non-managerial employees in their related issues so that their opposition can be avoided cooperation. Workers participation in management indicates involvement of workers in managerial decision making process of the organization. Workers participate in decision making through their group representative. The nature and extent of workers participation in management depends upon the nature of the organization, nature of different problems that requires settlement.

1.2 SCOPE OF THE STUDY

Scope of the study is confined to, what are the various facets and incentives of the organization, which are motivating the employees to stay within the organization. The study is restricted to the information or responses given by the respondent to whom the questions are administered.

1.3 OBJECTIVE OF THE STUDY

- To study the attitude of employee towards participation in management decision making

- To determine the level of participation of workers in management decision making
- To ascertain the level of involvement of the employee in the decisionmaking process
- To analyses implication of workers participation in the management of organizations

2. REVIEW OF LITERATURE

According to Davis (1957), “Participation may be defined as the mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share responsibilities in them”. Tannenbaum (1966:) defines participation as the “formal involvement of members in the exercise of control, usually through decision-making in group meetings.”

Lammers (1967) pointed out, “participation in decision-making may be defined as the totality of such forms of upward exertion of power by subordinates in organizations as are perceived in this sense can be of two varieties i.e., direct or indirect.” Sawtelle (1968: 1) has described the concept as, “any or all of the processes by which employees rather than managers contribute positively to wards there aching of managerial decisions which affect their works”.

Butteries (1971: 6) describes participation as, “process whereby Employee have a share in the reaching of managerial decisions in the enterprise.” Fox (1971: 9) described participation as a ‘procedural orientation’ and offers the following account of possible levels of the employee involvement: “He may seek the right simply to be informed of proposed decisions in the hope that his reactions may be taken in to account; or to protest against decision when made; or to made suggestions before they are made; or to participate jointly, directly or indirectly through representatives, with management in actually making them, or to make them in concert with his fellows and impose them on management .”

Definitions cited above appear to be less explicit, as they fail to mention the central theme of participation in joint decision making by superiors and subordinates. The definitions put forth by Davis, Lammers, Vitals and Fox seem to be more appropriate in the present context. In this research, the concept of participation is used according to their definitions. Hyman (N.D.) and Mason (N.D.) use the term “participation” to refer to those initiatives by the estate unions or employees which promote the collective rights of employees to be represented in organizational decision making.

3. RESEARCH METHODOLOGY

The study adopted the case study approach for the purpose of conducting an empirical investigation to the issue of participation management in Management Decision Making in heritage foods ind ltd work environment. The study on conducted and data were collected both through the primary and secondary source

3.1 Sources of data:

Primary data are those which are collected for the first time and thus happen to be original in character. In this primary data are collected using questionnaires.

Secondary data: The secondary data collection method includes: Websites, Journals, Text books.

3.2 Sample Technique: Convenience Sampling Method

3.3 Sample Size: 50

3.4 LIMITATIONS OF THE STUDY

Communication Barriers

- Ineffective communication channels.
- Language and cultural differences among workers.

Lack of Training and Skills

- Insufficient training for effective participation.
 - Knowledge gaps about company operations and strategic goals.
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□ Time Constraints

- High workload limiting participation time.
- Meeting fatigue reducing engagement quality.

□ Inequitable Participation

- Unequal opportunities for all workers to participate.
- Dominance of certain groups or individuals in participative processes.

□ Implementation Challenges

- Inconsistent implementation across departments.
- Difficulty maintaining long-term commitment to participative practices.

□ Cultural Factors

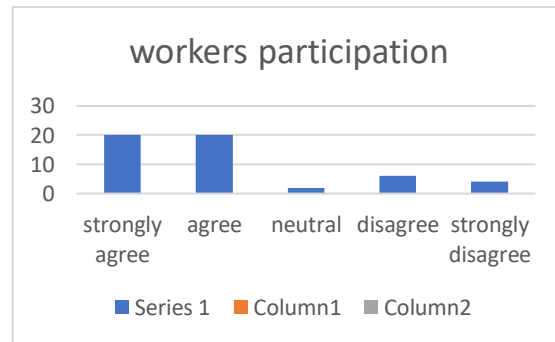
- Strong hierarchical traditions impeding participative management.
- Low expectations from workers accustomed to top-down management

4. DATA ANALYSIS AND INTERPRETATION:

4.1.1 Questionnaire on workers participation to access the job satisfaction of respondents.

1) Workers participation is worth while?

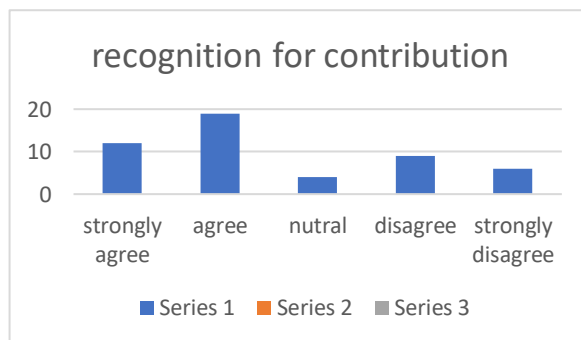
Options	Responses
Strongly agree	20
Agree	20
Neutral	2
Disagree	5
Strongly disagree	3



Interpretation: 40 % of the respondents of HERITAGE FOODS INDIA LIMITED, are strongly agreeing that workers participation is worth. They believe that workers participation is more Important for the growth of the company.40% of the respondents are just agreeing that company is in need of workers participation.16% of the respondents are strongly disagreeing that there is no worthiness in workers participation for the company. 4% of the respondents are neutral about worthiness of workers participation.

4.1.2 I reserve the recognition for my contribution?

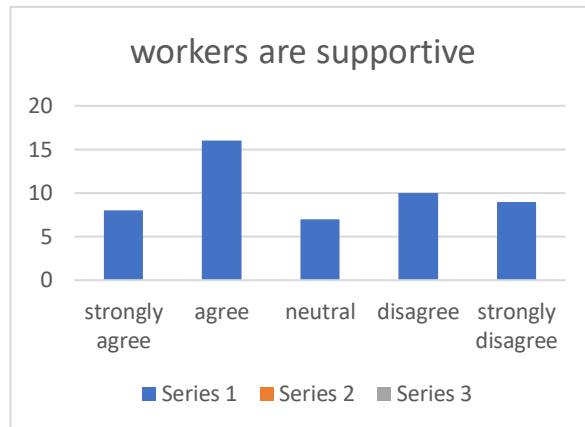
Options	Responses
Strongly agree	12
Agree	19
Neutral	4
Disagree	9
Strongly disagree	6



Interpretation: Survey shows that 62% of the respondents have recognition for contribution. Remaining respondents either don't have recognition for contribution. 8% of the respondents are having neutral about recognition for contribution

4.1.3 My co-workers are very supportive?

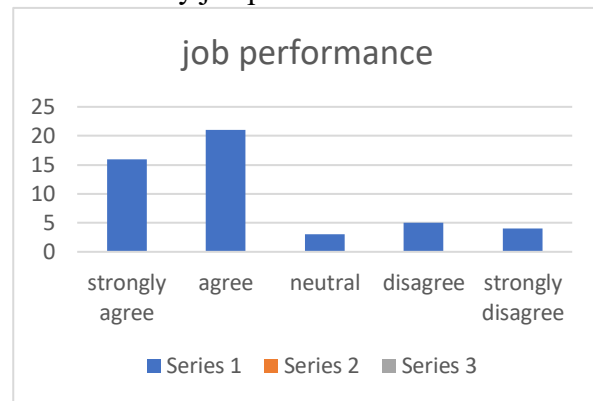
Options	Responses
Strongly agree	8
Agree	16
Neutral	7
Disagree	10
Strongly disagree	9



Interpretation: Figure indicates that 16% of respondents are strongly agreeing that workers are very supportive in the organization. 32% of the respondents are agreeing that workers are supportive in the organization. 14% of the respondents are neutral and 38% of the respondents are saying that workers are not supportive in the organization.

4.1.4 I receive enough information from any supervisor about my job performance?

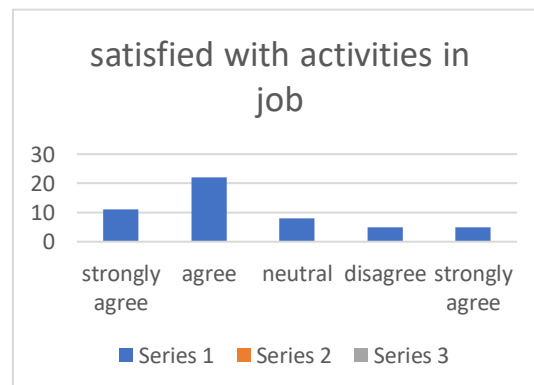
Options	Responses
Strongly agree	16
Agree	21
Neutral	3
Disagree	5
Strongly disagree	5



Interpretation: This question indicates that the major problem faced by 20% of respondents are relationship with superiors, which could be because of the conflicts prevailing between employees of HERITAGE FOODS IND LIMITED and this is resulted from Poor communication and Lack of openness.

Table 4.1.5 I am satisfied with the variety of activities my job provides?

Options	Responses
Strongly agree	11
Agree	22
Neutral	8
Disagree	5
Strongly disagree	5

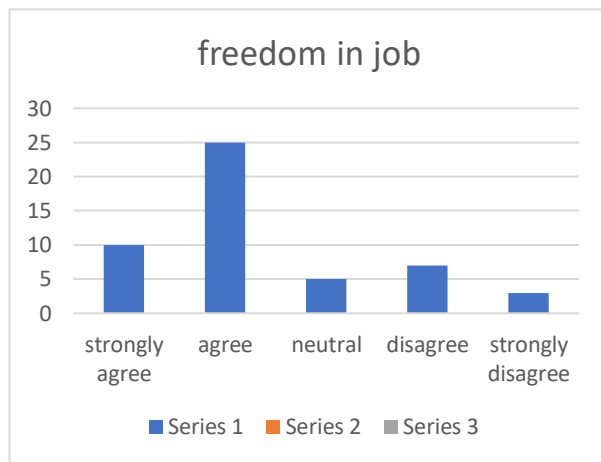


Interpretation: Survey shows that only 66% of respondents are satisfied with variety of activities that job provides, because of which there is high probability in accepting the activities that job provides, which is a positive sign for HERITAGE FOODS IND LIMITED.

Remaining 14% of respondents are neutral with the variety of activities job provides. 20% of the respondents are saying that they are not satisfied with the variety of activities that job provides

4.1.6 I have enough freedom to do what I want in my job?

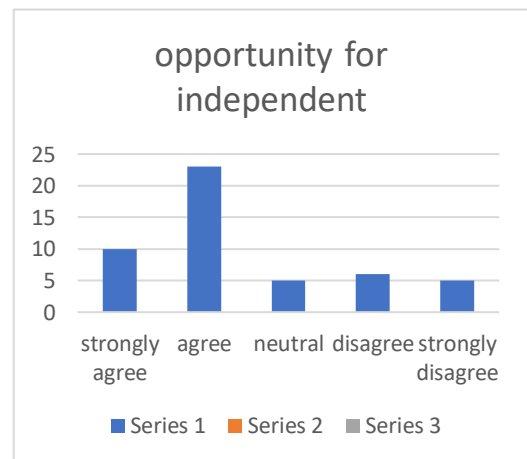
Options	Responses
Strongly agree	10
Agree	25
Neutral	5
Disagree	7
Strongly disagree	3



Interpretation: workers in the organization are saying that they have enough freedom in their job. Most of them are strongly agreeing that the organization is giving enough freedom to the workers. 70% of the respondents are agreeing and 20% of the respondents are not agreeing. Remaining 10% of the respondents are neutral.

Table 4.1.7 My job provides enough opportunity for independent thought and action?

Options	Responses
Strongly agree	10
Agree	23
Neutral	5
Disagree	6
Strongly disagree	5

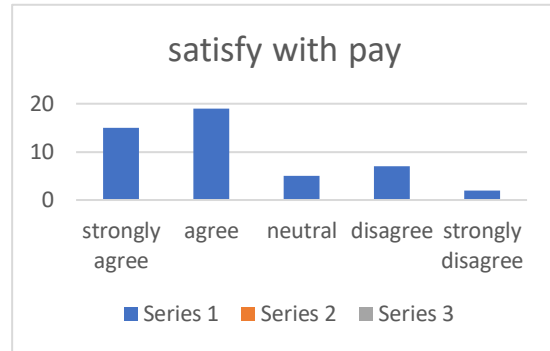


Interpretation: From the above figure the employees has enough opportunity for independent thought and action for their job.

Only 66% of the respondents are satisfying with the opportunity for thoughts and actions. 10% of the respondents are neutral and 22% of the of the respondents think that job will not provide enough opportunity for independent thoughts actions of the workers organization.

4.1.8 I am satisfied with the pay I receive for my

Options	Responses
Strongly agree	15
Agree	19
Neutral	5
Disagree	7
Strongly disagree	2

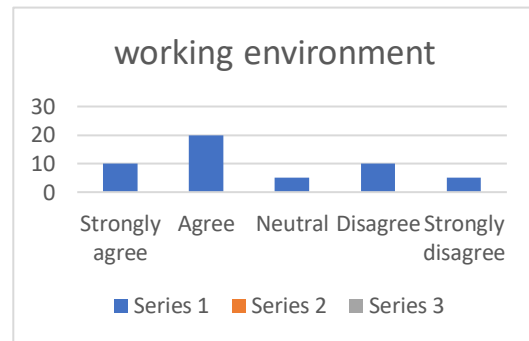


job?

Interpretation: 68% of respondents say that they are satisfied with the pay received from heritage foods India limited. It is a good management strategy, because workers does not get justice in work Level. Only 20% of the respondents are not satisfying with pay received by organization. 10% of the respondents are neutral.

4.1.9 My job provides good physical working environment to perform the work?

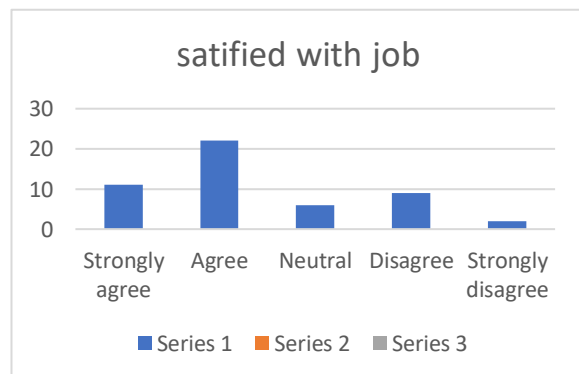
Options	Responses
Strongly agree	10
Agree	20
Neutral	5
Disagree	10
Strongly disagree	5



Interpretation:60% of respondents say, that job provides good physical working environment to perform the work . they have a positive view on the good physical working environment, which means they trust on their work and all the decisions taken by them will be only for the benefit of organization and their employees . 10% of the workers are neutral and 30% of the respondents are not satisfied with working environment.

4.1.10 I am satisfied with the security my job provides me?

Options	Responses
Strongly agree	11
Agree	22
Neutral	6
Disagree	9
Strongly disagree	2



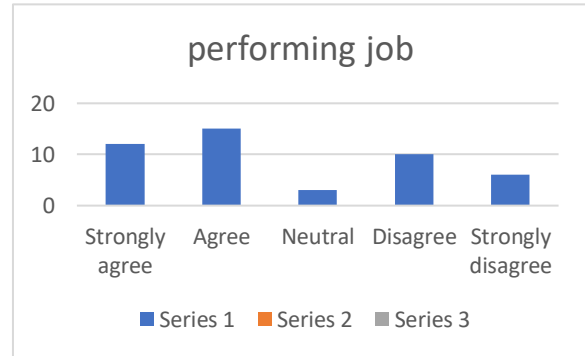
Interpretation:66% of respondents are satisfied with the security that organization provided to the workers. The organization will support and encourage the workers about their work in the organization.

12% of the respondents are neutral and 22% of the respondents are not Satisfied with the security that organization provides to the workers.

Rating of the respondents on the level of participation in decision making

4.1.11 I have complete influence on performing job

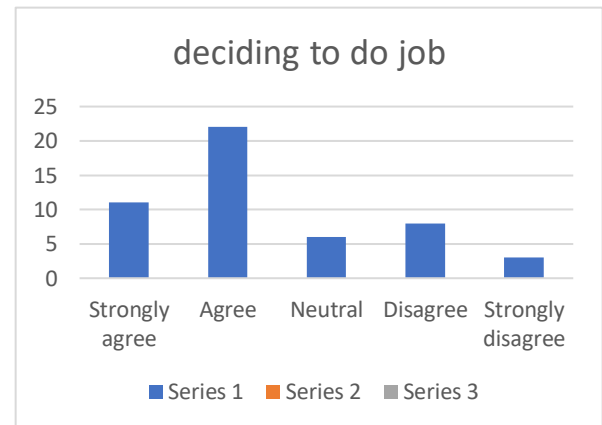
Options	Responses
Strongly agree	12
Agree	15
Neutral	3
Disagree	10
Strongly disagree	6



Interpretation: Every organization wants cordial relation in its organization to meet its target like to produce, dispatch, sale and earn profit. These targets can be achieved only when there is Harmonious relation between employees and management. 54% of respondents say that Harmonious relation exist in heritage foods India limited which is impetus for the organization.

4.1.12 I am able to decide how to do my work?

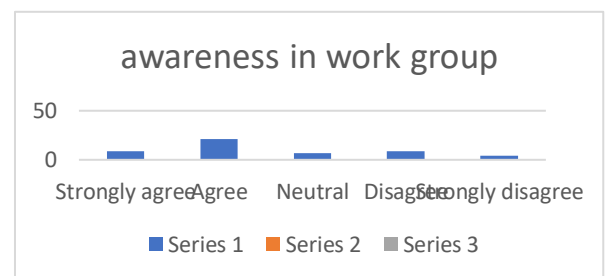
Options	Responses
Strongly agree	11
Agree	22
Neutral	6
Disagree	8
Strongly disagree	3



Interpretation: According to the Main objective of workers to solve their labours issues and stand for the rights of employees in front of management. Until the issues of employees are not brought in front of management, there won't be industrial peace in any organization. 66% of respondents say the there are able to decide how to do their work in the organization. 22% of respondents say that here are not able to decide how to do their work in the organization. 12% of respondents are neutral.

4.1.13 I have complete awareness on what goes in my job?

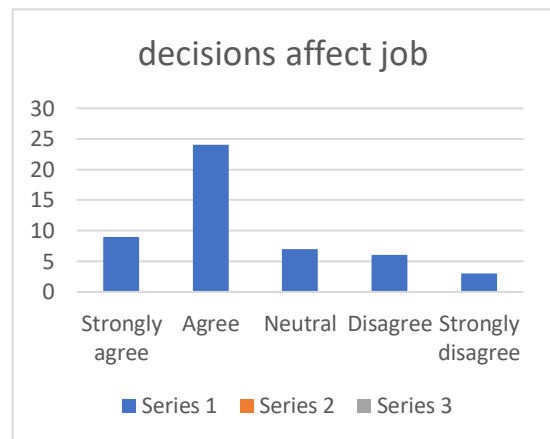
Options	Responses
Strongly agree	9
Agree	21
Neutral	7
Disagree	9
Strongly disagree	4



Interpretation: Management are not successful in solving all the disputes, this can have a negative impact on organization. Dispute causes frustration in minds of employees as a result, they become stressed, which adversely affects their professional and personal lives. As a result, organization can face losses as their target was not achieved.60% of the respondents have complete awareness in what goes in the job and 26% of the respondents are not having complete awareness in the job.14% of respondents are neutral.

4.4.14 I feel that my decisions effect my job?

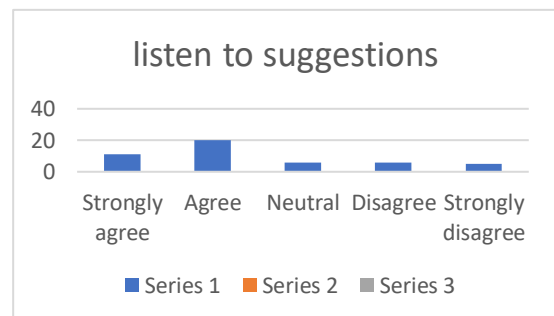
Options	Responses
Strongly agree	9
Agree	24
Neutral	7
Disagree	6
Strongly disagree	4



Interpretation : According to the 66% of the respondents, parties exchange information freely in the organization, acwhile20% of the respondents says sometimes information is not passed freely. In the current information most of the workers feel that their decision effect the job in the organization. 14% of the respondents are neutral.

4.1.15 My superiors are respective and listens to my ideas and suggestions?

Options	Responses
Strongly agree	11
Agree	20
Neutral	6
Disagree	8
Strongly disagree	6



Interpretation: Before making the final decision superiors are respective and listen to ideas and suggestions of the workers in the organization and it is very important to maintain relation between management of the organization and the employees or else it would lead in conflicting relationship between both the parties. 62% of the respondents say that superiors are respective and listen to ideas and suggestions of the workers in the organization. 28% of the respondents are not agreeing and 12% of the respondents are neutral.

5. FINDINGS:

The HERITAGE 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 . 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.

The organization conducts sufficient number of training programmers and each and every one employee is very proud to work for HERITAGE.

Majority of the employee's converse that Workers participate on improves understanding between managers and Employee and the method which is mostly used in WPM is joint management councils.

Most of the employee's consent that committee members share the information with their colleagues after the meetings and that Employee desire to participate in decision making in organizations.

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

Majority of the employees says that Worker's participation 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.

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 Workers participation. 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.

5.1 SUGGESTIONS:

From the analysis it is clear that Worker's participations positive in HERITAGE 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.

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.

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.

CONCLUSION:

Worker's participations respectable at HERITAGE. 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 Workers participation improves understanding between managers and Employee and informed that joint management councils is the method of WM which is used mostly in the organization.

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