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The Role Employee Participation in Human Resource Development

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Abstract

Human Resources are the asset of organization. The concept of employee participation plays a vital role in the global landscape of business as organizations attempt to optimize the intellectual power inherent in today's diverse workforce. Employees are the integral part of organization, and they must participate in each and every activity of organization. Employee participation represents a sustainable workforce capable of promoting organizational policies, procedure and competitive advantage in current market situation. Organizations actively pursue higher levels of employee engagement to increase productivity, employee with positive energy within the corporate culture, and enhance organizational goodwill within the industry or the broader business community. Leadership, creativity and innovation in human resource practice to gain maximum returns on investments in human is essential for organizational development.

Key words: *Employee participation, Job satisfaction, Productivity, Human Resource Development.*

Introduction

In global scenario organization have to face challenges related to employee. There are scientific methods for recruitment, selection, training, promotion, incentives of employee. And one of the important issue is the gap between Management and employee. Recently management-employee disputes are raises, employee participation is the way out for this problem. Employees must be able to react quickly and accurate to the changing. Human resources must adopt new technique and technology of modern age. To effectively manage employee participation in such contexts, there is a need to better understand strategies of employee participation as well as to generate better performance measurement systems. These principles are rooted in recent theoretical work on employee involvement and are presented at a level of abstraction suitable for generalization across performance measurement contexts and purposes. Behavioral markers describing processes associated with each principle and example measurement strategies are presented to illustrate development of specific measurement tools and metrics, based on the principles. The principles and behavioral markers presented can guide development of measurement systems to assess, train, and improve employee involvement a core capacity of effective organizations. Many contemporary organizations are placing a greater emphasis on employee involvement systems as a means of generating higher levels of job satisfaction. Employee involvement is the major element of job satisfaction.

Objectives of Research Paper:

- 1) To study employee participation in management.
- 2) To study factors affecting employee participation.

Literature Review

V. Flora, M. Pahor (2014) 1 Researcher examines the key role of management in employee participation. And focused on techniques of employee participation practice. Researcher develop a comprehensive index of employee participation and its implementation. Employee participation and its implementation is highly depends upon the attitude of management toward employee.

Komal Bhatti (2007)2 Researcher findings are employee participation has impact on employee's job satisfaction. Employee productivity and employee commitment both having significant impact on growth of organization. The researcher's motto is to find out relationship among employee participation, job satisfaction, and employee productivity and employee commitment.

Methodology

The present paper is primarily based on secondary data. And the data is collected from annual reports, research journals, government website and some other published sources like research articles.

Employee Participation – The Key Aspect In Management Strategy

Employee participation is about the participation and influence of employees in decision-making throughout the company. Employees used their competencies in the routine work, the concept of employee participation is in many respects more embracing. The influence to be achieved through participation is not necessarily associated with the job of the individual and the immediate work situation, but can also be achieved through such activities as participation in meetings at a department or company level or through elected representatives. Still, the concepts are closely related. The lack of control by employees over and in their working life and the result in employees are not able to handle situation that participation may help to solve. An intention to democratize and humanize working life is common to the early research into workers' or employee participation and Management should have to plan for employee participation. In management strategy employees related schemes included. The disputes between management and employee may minimize because of employee participation. It is the bridge that reduces gap between these, there is peaceful and sound environment in organization. It helps in smooth functioning of organization.

Positive Impact Of Employee Participation On Productivity

Employee performance is measured by their efficiency and effectiveness in total productivity. Because

of this management know the productive and efficient worker. Efficiency and effectiveness these are the two element by which productivity can be measured. Management must adopt strategy for employee involvement in various process of organization. Their views are very important in each and every activity of organization. Scientific management says that employees are not machines, they are human beings. So give them chance for participation in organization positively definitely it leads to good productivity.

According to Miller and Monge (1986) job satisfaction increases productivity level and bring out high quality productivity, employees are being motivated. There is maximum utilization of potentials of employee.

Job Satisfaction

Bhatti & Qureshi (2007) Employee participation is one of the important drivers for job satisfaction.

These are the vital elements of Human Resource Management and interrelated to each other. Human resource is the basic factor that having significant impact on all aspects of organization.

When employing the concept of employee participation, we are fully aware of the fact that we are dealing with a human beings not a machines, making its deconstruction in specific analytical contexts necessary. Employee job satisfaction is one of the important technique through which employee retention is possible. Management should take into consideration the suggestions and views of employees. They are the representatives of whole workforce. Delegation of authority and responsibilities, remuneration, compensation, promotion, demotion, training all this are important part of human resource management. Without considering employee participation these functions cannot performed very well.

Following table shows the statistics of number of workers in India according to 2001 census. From total population nearby 50 % of population is engaged in industrial activities. The number of non-workers are also a big number compare to total population.

Number of Workers ('000s)			
Category	Persons	Males	Females
Total population	1,028,610	532,157	496,453
Total workers	402,235	275,015	127,220
Main workers	313,005	240,148	72,857
Marginal workers	89,230	34,867	54,363
Non-workers	626,376	257,142	369,234
Cultivation	127,313	85,417	41,896
Agricultural labourers	106,957	57,329	49,446
Household industry workers	16,957	8,744	8,213
Other workers	151,190	123,525	27,665

Source: PCA India, Census of India 2001

Work Participation Rate		
Total workers	Number	Rate (%)
Persons	402,234,724	39.1
Males	275,014,476	51.7
Females	127,220,248	25.6
Main Workers		
Persons	313,004,983	30.4
Males	240,147,813	45.1
Females	72,857,170	14.7
Marginal Workers		
Persons	89,229,741	8.7
Males	34,866,663	6.6
Females	54,363,078	11

*Source: PCA India, Census of India 2001

Above figures highlights the employees participation rate according to 2001 census. Percentage of work participation is higher in case of male compare to females. From total worker 39 % worker participation rate. It is not satisfied one. There is need of more and more worker participation in near future.

Direct and Indirect participation of employee of in management is time to time required. In literatures there is in depth research on employee involvement and all other aspects related with it. In modern business environment there is need of adoption of new techniques for employee participation.

Measurement of Implementation of employee participation in organization

The implementation of employee participation in companies depends on the management and their attitude towards employees. It was a challenge to measure the level of implementation of employee

participation. measure the perception of participation by interviewing employees. Employees can enter in organizational decision making process in many ways. There are many ways in which employees enter the decision-making process. It is a complex procedure. Composite *Index of participation implementation (IPI)* is a tool through which level of implementation of employee participation can be measured. As a comparison and in line with some of the existing research, there was a simpler *Index of the presence of bodies (IPB)*. The index of the presence of bodies – IPB – measures the mere presence of employees' participation bodies in the company (works council, employees' representatives on the board of directors, etc.). It is defined as the number of bodies present divided by the expected number of bodies, multiplied by 100. The number of expected bodies depends on the legal form and size of the company and ranges from two (employees' assembly and worker representative or work council) to four (work council, employees' assembly, employee representative in supervisory board and employee representative in managerial board in a public limited company with more

The index of participation implementation – IPI – measures how the participation is actually implemented. The index focuses on indirect participation through representative bodies. It is a simple average of several forms of putting employees' participation into practice, quantified in a way that uses 100 for the optimal state and compares the actual state to this optimum. (Franca, V., & Pahor, M. 2014) "Employee Involvement" is how businesses can improve their performance by cultivating employee interest and dedication. Drawing from organizational behavior, human resource management, and industrial relations, an outstanding contribution to the field by comprehensively addressing the wide range of employee participation methods, and consistently referencing what really works in the real world.

Findings and Conclusion

Future research needs to expand on employee participation theory. In modern age employee as well as organizational need changes, the attitudes and culture also change. New generation having new ideas new hopes so organization must open mindy accept the suggestions and views of employee, as they are vital part of organization.

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