

ORGANIZATIONAL CULTURE PERSUADE ON EMPLOYEES CONTRIBUTION IN MANAGEMENT

Dr. Dilip Aher,
Associate Professor, ASM'S , IBMR Chinchwad, Pune
aherdilip1966@gmail.com

Dr.Arun Pardhi,
Professor, ASM'S , IBMR Chinchwad, Pune
arun_pardhi@yahoo.com

Dr.Sham Bachhav,
Professor, ASM'S , IBMR Chinchwad, Pune
sham.bachhav@asmedu.org

ABSTRACT

The purpose of this research is to investigate the managerial culture in the industries, and its effects on the employee involvement in Management to make all kinds of the decision. Also, to study and investigate the managerial culture and affect the encouragement of employee contribution in management. Employee involvement is an essential concept to appreciate and illustrate the nature of association between the manager and its employee. Both the parties collectively take decisions for automation, modification, expansion which is always beneficial for the organization. The employee's involvement can add to the belief and increase the good association between employer and employee. Due to enhancement of organizational ethos, it helps for the judgment building process and improves the governance style effectively. The administration and employees may exchange information, ideas, and proposals for organizational growth through employee engagement in work-related choices thanks to the research work.

Keyword: Decision making, Organizational culture, modification, automation, expansion.

Introduction:

Workers Participation in Management includes employee –management co-operation, coordination, joint consultation & joint decision-making process. Employee participation in management is a crucial factor for a company and its employees as they are the key resources for the organization. Ethics, attitudes, and actions of the people inside a business are part of its culture. The Managerial philosophy affects the way of employees who are interacting and behaving among each other. Every company's objective is the same as enlargement of profit and satisfies the requirements of the employees and the stakeholders. Build a good association with employees, boost overall performance within the company. Employee involvement in management is extremely significant because it assists the ruling formation process and minimizes the difference of opinion within the organization. Most of the companies adopt this system and involve the employees in the ruling making process; hence it reduces the interaction inequality between the manager and the employee. Through employee contribution the employees can segment their ideas, views, concepts and help to encourage better decisions, less resistance to change, increase industrial democracy and increase the open communication of employees with management and create a good working environment in the organization.

Objectives:

1. To study relationship between organizational culture and employee participating in

Management for decision making.

2. To study the impact on the organization through workers participation in management.

Literature review:

Gulzar & Advani (2016) specified that due to the employee's participation creating a proper communication between management and employees, the employees be able to participate in management's decision-making process through suggestion scheme, quality circle, which helps to attain the organizational objectives effectively.

Adam & Eaton (2016) Subordinate employees participate in one or more organizational decision-making processes on an individual or group basis. Formal Participation, Informal Participation, and Organizational Performance.

Shukla, (2017) stated that various ways are available for employee's involvement in management like suggestions scheme, works council, collective bargaining for the better growth of the organization.

Kuria (2017) stated that various proportions of employee involvement in management such as employee discussion, allocation, combined decision making and jointly negotiation. Greater is the employee participation, greater is the organizational performance.

Hashim & Shahzad (2012) mentioned that one of the influencing variables of work execution is employee association, which results in a strong link between management and employee. These strategies, which have been adopted by all businesses, will improve corporate presentation and staff productivity.

Bhatti (2013), states that various Types of Employee involvement in organizational like collective bargaining, suggestion scheme, quality circle, useful for the organization for the to improve the efficiency.

Lawrence, Iravo, Waititi (2014), assert that employee involvement in organizational decision-making has a positive impact on productivity and helps the organization reach its objectives.

Hasheem & Solomon (2012) Employee Motivation and Organizational Performance, Because the organizations maintain employee motivation, uninterrupted output is possible. The businesses attain excellent workflow harmony, which has a good impact on production.

Shahzad (2012), Impact of Organizational Culture on Organizational Performance, In contrast, a hostile work environment may lower productivity, increase turnover, and make people feel disengaged from their jobs and workplace.

Fard & Anvary (2011) found th

at types of Organizational Cultures Contribute in Shaping Learning Organizations. The types of organizational culture like bureaucratic, competitive, participative and learning helps in contributing in shaping learning organization.

Research Methodology:

Hypothesis:

H0: There is no conclusive link between corporate culture and employee management engagement.

H1: There is a considerable correlation between corporate culture and employee management engagement.

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Table 1 : Case Processing Summery

Reliability Statistics

Cronbach's Alpha	N of Items
.866	4

Table 2 : Reliability Statistics

Reliability statistics indicate the value of Cronbach's alpha is .866(86.60%). Value more than 70 or higher is considered reliable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.717 ^a	.514	.504	.59643

a. Predictors: (Constant), BM_S, HRM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.495	2	18.247	51.297	.000 ^b
	Residual	34.505	97	.356		
	Total	71.000	99			

a. Dependent Variable: CHNG_MNG

b. Predictors: (Constant), BM_S, HRM

Table 3 : Model Summary

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.320	.271		4.871	.000
	HRM	.223	.071	.271	3.152	.002
	BM_S	.415	.068	.528	6.148	.000

a. Dependent Variable: CHNG_MNG

Table 4 : Coefficients

The tables of regression analysis indicating p value is 0.000. Consequently, if the value of p is less than 0.05 i.e. $0.05 > 0.000$ then the relation between dependent and independent is positive.

Consequently, there is a considerable correlation between corporate culture and employee management engagement.

Hence, a competing theory "The null hypothesis is rejected since there is no substantial relationship between employee engagement in management and organisational culture."**Respondents based on Organizational culture and Employee involvement**"

S.No	Particular	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Involvement in decision making process	4%	54 %	6%	26%	10 %
2	Involvement in collective bargaining process	46 %	18%	4%	10 %	22%
3	Involvement in quality circle	4%	42 %	18%	26 %	10%
4	Involvement in works council & suggestion scheme	38%	24%	6%	18%	14%
5	Employee Satisfaction	10%	40%	15%	20%	15%

Table 5. Respondents based on Organizational culture and Employee involvement

Interpretation

54% employees are agree for Involvement in decision making process, 46% employees are strongly agree for Involvement in collective bargaining process, 42% employees are agree for Involvement in quality circle , 38% employees are strongly agree for Involvement in works council & suggestion scheme and 40% employees are

satisfied with work culture

One Way Anova

Summary						
	Process					
						Total
N	20	20	20	20	20	20
Mean	5	5	5	5	5	25
$\sum X^2$	3744	3040	2880	2576	2616	14856
Std. Dev	22.88	18.12	16.83	14	14.40	16.22

Table 6 – Summary sheet

Result Details				
Source	S S	D f	M S	
Between-Process	0.5	5	0.5	F = 0.5
Within-Process	4656	21	224	
Total	4656	26		

Table 7- Result details

The Std. Dev is 16.22, The f-ratio value is 0. The p-value is 1. The result is not significant at $p < .05$. Standard deviation of Involvement in decision making process is 20.8806, Standard Deviation of Involvement in collective bargaining process is 18.12, Standard Deviation of involvement in quality circle and work is 16.83, Standard Deviation of Involvement in works council & suggestion scheme is 14.

Findings

Employee involvement in management is the best approach for the development of an organization. Various approaches are accessible for employees' involvement in management like collective bargaining, works council, suggestion scheme and quality circle for organizational growth. Some companies do not involve the workers for the decision making process, the bad result will get for these organizations. Most of the companies adopt such types of employees' contribution in decision-making process. Employee contribution is solitary of the traditions of Job satisfaction with better decision making. Establishment has to permit the employee in their administration process. It has raised the communication, efficiency of the employees, productivity, increased the trust level and industrial peace and eliminated industrial disputes.

Suggestions:

1. Management should have a more liberal attitude towards employees; It should be progressive in sharing information.
2. The trade union should be fully supporting the management for the participation in management.
3. The decisions of joint works councils must be implemented in good faith.
4. Managements and workers should develop a proper attitude, proper co-operation and co-ordination with each other.
5. The participation should be indisputable. The decisions should be timely implemented and strictly followed.
6. Encourage the mutual understanding between management & workers.
7. Generate a proper atmosphere for pleasant & melodious employer-employee relations.

Conclusion:

Employee involvement is solitary of the changing factors of job fulfillment, and it generates a well-built relationship between administrations with employees. Nearly all the enterprises have transmission space between manager and employee. Workers' involvement helps to reduce transmission differences between employer and employee. Management tries to increase communication with the workers through suggestion schemes, quality circles and works councils so the workers can communicate their views and ideas with the management, the valuable ideas of the employees help to increase the productivity as well as quality and helps to accomplish the organization goals. Association must create an excellent working environment, through collective bargaining process. It will be useful to the organization to attain its aims and enlarge the efficiency.

There is a substantial association between organizational culture and employee contributing in management while taking any types of decisions. The companies must accept the organizational culture that creates a good working environment which inspires workers for participate in the decision making process.

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