

# **Final Project**

**“A Detailed Study of Workers’ Participation At Gennext Plywood Pvt. Ltd  
, Nagpur”**

**DMSR- G. S. College of Commerce & Economics, Nagpur**

**Affiliated to**

**Rashtrasant Tukadoji Maharaj Nagpur University**

**Nagpur**

In partial fulfilment for the award of the degree of

**Master of Business Administration**

**Submitted by**

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**Academic Year 2021-22**

**G.S. College Of Commerce & Economics, Nagpur**

**CERTIFICATE**

This is to certify that “ **Ms. Nidhi Mundhra** “ has submitted the project report titled “**A Detailed Study on Workers Participation At Gennext Plywood Pvt. Ltd. Nagpur**”, towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that she has ingeniously completed her project as prescribed by DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited “A” Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

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**Place: Nagpur**

**Date: 28/07/2022**

**G.S. College Of Commerce & Economics,**  
**Nagpur**

**DECLARATION**

I here-by declare that the project with title “**A Detailed Study on Workers Participation At Gennext Plywood Pvt.Ltd., Nagpur**” has been completed by me in partial fulfillment of MASTER OF BUSINESS ADMINISTRATION degree examination as prescribed by DMSR -G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited “A” Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Nidhi Mundhra

Place: Nagpur

Date: 28/07/2022

**G.S. College Of Commerce & Economics, Nagpur**

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**Nidhi Mundhra**

Place:Nagpur

Date:28/07/2022

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# **INTRODUCTION**

## **Introduction**

Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's strategic goals and objectives. More precisely, HRM focuses on management of people within companies, emphasizing on policies and systems.

HRM also includes employee's assessment like performance appraisal, facilitating proper compensation and benefits, encouragement, maintaining proper relations with labor and with trade unions, and taking care of employee safety, welfare and health by complying with labor laws of the state concerned & country.

In short, HRM is the process of recruiting, selecting employees, providing proper orientation and induction, imparting proper training and developing skills.

The overall aim of modern human resource management is to ensure that the organisation is able to achieve its objectives through its staff. In order to reach its objectives an organisation needs not only qualified staff but also effective and efficient systems as well as access to and effective allocation of financial resources. Institutional development therefore involves not only putting the right person at the right place at the right time, but also that the organisation provides a conducive and effective work environment and systems and that the organisation has access to adequate financial resources.

Human Resource Management (HRM) is a relatively new approach to managing people in any organisation. People are considered the key resource in this approach. It is concerned with the people dimension in management of an organisation. Since an organisation is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities.

Human Resource Management is responsible for maintaining good human relations in the organisation. It is also concerned with development of individuals and achieving integration of goals of the organisation and those of the individuals.

Northcott considers human resource management as an extension of general management, that

of prompting and to stimulating every employee to make his fullest contribution to the purpose of a business.

Human resource management is not something that could be separated from the basic managerial function. It is a major component of the broader managerial function.

French Wendell defines - Human Resource Management as the recruitment, selection, development, utilization, compensation and motivation of human resources of the organization.

- According to Edwin B Flippo - Human Resource Management is the planning, Organizing, directing and controlling of the procurement, development, resources to the end those individual and societal objectives are accomplished.
- This definition reveals that Human Resource (HR) Management is that aspect of management, which deals with the planning, organizing, directing and controlling the personnel functions of the enterprise.

### **Importance of HR managers in organisations**

- **Strategy management:** This is an important aspect of any organisation and plays a vital role in human resource management. HR managers manage strategies to ensure the organisation reaches its business goals, as well as contributing significantly to the corporate decision-making process, which includes assessments for current employees and predictions for future ones based on business demands.
- **Benefits analysis:** HR managers work towards reducing costs, such as with recruitment and retention. HR professionals are trained to conduct efficient negotiations with potential and existing employees, as well as being well-versed with employee benefits that are likely to attract quality candidates and retaining the existing workforce.



- **Training and development:** Since HR managers contribute significantly to training and development programmes, they also play a pivotal role in strengthening employer-employee relationships. This contributes to the growth of employees within the company, hence enhancing employee satisfaction and productivity.
- **Interactivity within employees:** HR managers are responsible for conducting activities, events and celebrations in the organisation which gives way to team building opportunities. Moreover, it enhances interactivity within employees and instils a sense of trust and respect among peers.
- **Conflict management:** The department to go to when any kind of professional conflict arises between employees is HR. They ensure that issues and conflicts are resolved effectively, approaching the problem with an unbiased attitude and encouraging effective communication to reach a solution. In addition, they help employees understand various ways of developing effective work relationships and the importance of not letting personal judgement affect their behaviour.
- **Establishing a healthy work culture:** A healthy work culture is pivotal in bringing out the best in employees. HR managers contribute significantly in setting up a healthy and friendly work culture, which further translates into better productivity among employees.
- **Compliance:** HR professionals work towards making the organisation compliant with employment laws, as well as maintaining records of hiring processes and applicants' log.

### **Scope of HRM**

The scope of Human Resource Management refers to all the activities that come under the banner of Human Resource Management. These activities are as follows.

**Human resources planning :-**

Human resource planning or Human Resource Planning refers to a process by which the company to identify the number of jobs vacant, whether the company has excess staff or shortage of staff and to deal with this excess or shortage.

**Job analysis design :-**

Another important area of Human Resource Management is job analysis. Job analysis gives a detailed explanation about each and every job in the company.

**Recruitment and selection :-**

Based on information collected from job analysis the company prepares advertisements and publishes them in the newspapers. This is recruitment. A number of applications are received after the advertisement is published, interviews are conducted and the right employee is selected thus recruitment and selection are yet another important area of Human Resource Management.

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#### **Orientation and induction :-**

Once the employees have been selected an induction or orientation program is conducted. This is another important area of Human Resource Management. The employees are informed about the background of the company, explain about the organizational culture and values and work ethics and introduce to the other employees.

#### **Training and development :-**

Every employee goes under training program which helps him to put up a better performance on the job. Training program is also conducted for existing staff that have a lot of experience. This is called refresher training. Training and development is one area where the company spends a huge amount.

#### **Performance appraisal :-**

Once the employee has put in around 1 year of service, performance appraisal is conducted that is the Human Resource department checks the performance of the employee. Based on these appraisal future promotions, incentives, increments in salary are decided.

#### **Compensation planning and remuneration :-**

There are various rules regarding compensation and other benefits. It is the job of the Human Resource department to look into remuneration and compensation planning.

### **Objectives of HRM**

1. To help the organization achieve its goals effectively and efficiently by hiring highly competent personnel and putting the right person at the right place
2. To utilize the workforce to its full potential
3. To ensure that the Quality of Work life is maintained and more people are willing to work in the organization
4. To establish a healthy relationship between the employees and the management and even amongst the employees
5. To instil the feeling of team-spirit amongst the employees of the organization
6. To create an environment where employees feel valued and belonged; accept their suggestions, listen to their grievances.
7. To create new opportunities, necessary motivation, and inspiration, facilities to the employees or group for their individual growth in particular and the organization's growth in general.
8. To create and maintain ethical policies and establish healthy behaviour within the organization
9. To identify and fulfil individual and group needs like fair wages, bonuses, compensation, social security, recognition, status, etc.

10. To conduct regular training and development programs to develop employee motivation

### **Workers Participation**

Workers participation in management is an essential ingredient of Industrial democracy. The concept of workers participation in management is based on Human Relations approach to Management which brought about a new set of values to labor and management.

Traditionally the concept of Workers Participation in Management refers to participation of non-managerial employees in the decision-making process of the organization. Workers' participation is also known as 'labour participation' or 'employee participation' in management. Traditionally the concept of Workers Participation in Management refers to participation of non-managerial employees in the decision-making process of the organization. Workers' participation is also known as 'labour participation' or 'employee participation' in management.

Workers' Participation in Management (WPM) is a complex concept. Traditionally, it refers to the participation of non-managerial employees in the decision-making process of the organization. Workers get involved mentally and emotionally in the management process.

Employees' participation in management is a resounding phrase, bridging the past and the future. It echoes the millennial vision of nineteenth century thinkers while heralding the evolution of new forms of industrial organisation under twentieth century pressures. The word employees' participation' is plentifully supplied with ideas, institutions and opinions."

The management experts and executives look upon it as "a tool for improving the overall performance of an enterprise." For them, it means that workers are given an opportunity to take

part in those decisions which affect their wages, their working conditions, their very jobs, and this participation paves the way to harmonious industrial relations which are conducive to increasing productivity and efficiency.

According to Keith Davis, “Workers’ participation refers to the mental and emotional involvement of a person in a group situation which encourages him to contribute to group goals and share in responsibility of achieving them”.

In the words of Mehtras “Applied to industry, the concept of participation means sharing the decision-making power by the rank and file of an industrial organisation through their representatives, at all the appropriate levels of management in the entire range of managerial action”.

According to the ILO: “Workers’ participation may, broadly be taken to cover all terms of association of workers and their representatives with the decision-making process, ranging from exchange of information, consultations, decisions and negotiations to more institutionalized forms such as the presence of workers’ members on management or supervisory boards or even management by workers themselves as practised in Yugoslavia”.

McGregor (1960) contends that, “worker participation consists basically in creating opportunity under suitable conditions for people to influence decisions which affect them. It is a special case of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. This serves to create a sense of belonging among the workers as well conducive environment in which both the workers would voluntarily contribute to healthy industrial relations”.

### **Characteristics of Workers Participation in Management**

1. Participation implies practices that increase the scope for employees' share of influence in the decision-making process with the assumption of responsibility.
2. Participation presumes willingly acceptance of responsibilities by the employees.
3. Workers participate through their representatives in the decision-making process. Though workers are participating through their representative, it should not be mixed with collective bargaining, as WPM is based on mutual trust, information sharing and collective bargaining is more of power play and creating pressure on management, negotiations.
4. The logic behind workers' participation is that they put their efforts, invest their labor for the organization, and after all, they are the ones who will be affected by the decision most. Also, they are contributing to the outcome, hence they have the right to give their opinion.
5. It can be formal or informal, but in both cases, it is a system of communication where workers can express their views. In formal participation, various committees and councils come into the pictures such as the works committee, Joint management council, safety committee, etc. whereas informal participation may be like supervisor consulting workers on leave, promotion, transfer, etc.
6. It gives psychological satisfaction to employees, as they spend most of the time in the organization, and commitment and recognition from the organization give them psychological satisfaction.

## Forms of participation

**Collective Bargaining:** Collective bargaining is the process of negotiation between a group of employees and the employers to determine the salary, working condition and benefits and other rights of the employees. Workers usually prefer to use this tool rather than ask for a share in management.

**Work Council/Committee:** Group of people who are representative of employees and employers form this kind of committee with the aim to maintain cordial and harmonious relations between employee and employer.

**Joint Management Councils:** This council is advisory and consultative in nature and has an equal number of representatives from employee and employer. Neither management nor employee take these councils seriously.

**Board Representation:** This is the highest form of participation. Under this type of participation few employees are elected on board of directors. The main idea of this is to safeguard the interest of the employees and maintain a good relationship between the employer and employee.

**Workers Complete Ownership:** This form of participation is called Self-Management.

Under this form employees get complete control over the management of enterprise though the elected board. This system is extremely popular in Yugoslavia. In this system two different sets of people perform two types of functions, managerial and Operative.



**Co-partnership:** In this form workers participate in the share capital of their own company. In this scheme, workers buy the equity share of the company. Workers can make the payment in installments, advance, or loan or can get the assistance from the employer. As a shareholder they take part in the management. However, their participation is limited, hence not preferred by the trade union.

## **Levels of Participation**

**Informative Participation:** This refers to the management's sharing of information with the workers on matters related to workers such as balance sheet, production, and the financial health of the company.

**Consultative participation:** In this type of participation, workers can give their views on the matters related to them, but acceptance or non-acceptance of their opinion depends on the employers. Here, the role of the employee is limited to giving opinion only.

**Associative participation:** This is an improved form of consultative participation. Here, it is considered that this is the moral duty of the employer to acknowledge and accept and implement the unanimous decisions of employees.

**Administrative participation:** In this type of participation, the decision is already taken and implemented by the worker. Here the degree of sharing power and responsibility by the worker is more as compared to other levels of participation.

**Decisive Participation:** Here decisions on matters like production, employee welfare, etc. are taken by the worker and management jointly after a discussion.

## **Prerequisites of Successful Workers' Participation in Management**

1. Clearly defined and complementary Objectives
2. Free flow of information and communication
3. Representatives of workers from workers themselves
4. Outside trade union participation should be avoided
5. Workers' education and training
6. No threat by participation
7. Association at all levels of decision-making

# **COMPANY PROFILE**

## **Company Profile**

Established in the year 2011, Gennext Plywood P Limited are the leading Manufacturer, Wholesaler and Importer of high quality Commercial Plywood, Plywood Boards, Wooden Flush Doors and much more. These products are highly appreciated for durability, termite resistance and superior strength. The offered range can also be availed at pocket friendly prices by our clients. All our products are stringently tested under various parameters before final delivery so as to ensure its flawlessness.

Our mentor, Mr. Mahabir Agarwal, holds vast industry experience and sharp business acumen.

It's rightly said that 'Hard work creates Magic'. This has proved true for Asean Plywood and that too within very short span of time.

The vast variety of Plywood manufactured through most advanced technologies of International Standards in the highly modern factory are simply impeccable in durability, strength and anti-bacterial properties. Also, the plywood manufactured by Asean is absolutely environment-friendly. Due to these incredible features, Asean Plywood has always been the consumer's prime choice.

Asean Plywood has always believed in the 'Mechanism of Team-work'; it has always followed the 'Mechanism of Quality Consciousness'.

These three 'Magical Mechanisms' have always been the fundamental pillars of Asean Plywood, which have taken the company to new heights of success.

## **About Directors**

Our Mg. Director, Mr. Mahabir Agarwal ventured into the industry with Greenply Industries Limited and rose the ladders of his career to lead upto Senior Vice President – Corporate Finance. In the year, 2011, he resigned from the job and started his own company. Over the years, we have steadily grown as an interior infrastructure solution provider offering a wide and versatile range of interior products. Our Promoters have over 22 years of experience in this industry. We have presence across different price points to cater to all customers across high-end, mid-market and value segments.

## **Our Vision**

To become the unanimous first choice of consumer by servicing Eco-friendly quality product at competitive price .

## **Quality Mantra**

Asean Plywood is made from the finest A+ grade timber and goes through a stringent five step preservative treatment, making it termite and borer resistant. Made from 100% hard wood or Gurjan timber, Asean Plywood has high dimensional stability and is warp free. Asean Plywood is eco-friendly as well as emission free (emits less Formaldehyde as per E1 Formaldehyde Emission level).

The Company has introduced cost saving devises and with the reduction of prices of basic raw material, paper the future of the Company looks bright in view of continued clients patronage and established brand name.

The Company has installed highly efficient Thermo fluid heater and Smoke Tube Boilers which will give high fuel efficiency. It has also modified heating media from steam to thermofluid for

setting high speed high fuel efficiency. It has modified thermo setting resin to set in lower temperature consuming less heat energy.

So many infrastructure products for interior like block board, plywood, decorative veneers, decorative laminates, laminate flooring, medium-density fiberboards and restroom cubicles are produced by this company. 45 branches of Gennext is there in India and through retailers, dealers, sub-dealers, and distributors, this company is spread across 300 cities of India.

With the help of advanced technology and processes, Gennext relentlessly works to produce the best quality products. The main target of this company is to produce products which can be used in different special applications.

The best technology, contemporary designs, and efficient customer service- this company is based on these three aspects. All these make this company the most renowned and trustworthy among everyone such as- homeowners, decorators, artists, artisans, woodwork professionals etc.

A typical plywood panel has face veneers of a higher grade than the core veneers. The principal function of the core layers is to increase the separation between the outer layers where the bending stresses are highest, thus increasing the panel's resistance to bending. As a result, thicker panels can span greater distances under the same loads. In bending, the maximum stress occurs in the outermost layers, one in tension, the other in compression. Bending stress decreases from the maximum at the face layers to nearly zero at the central layer. Shear stress, by contrast, is higher in the center of the panel, and at the outer fibres. Within Europe basic plywood can be divided into three main categories: birch plywood), mixed plywood and conifer plywoods

Plywood is made out of wood from dicot trees (oak, beech and mahogany) and used for demanding end uses. Hardwood plywood is characterized by its excellent strength, stiffness,

durability and resistance to creep. It has a high planar shear strength and impact resistance, which make it especially suitable for heavy-duty floor and wall structures. Oriented plywood construction has a high wheel-carrying capacity. Hardwood plywood has excellent surface hardness, and damage- and wear-resistance.

Tropical plywood is made of mixed hardwood species of tropical timber. Originally from the Asian region, it is now also manufactured in African and South American countries. Tropical plywood is superior to softwood plywood due to its density, strength, evenness of layers, and high quality. It is usually sold at a premium in many markets if manufactured with high standards. Tropical plywood is widely used in the UK, Japan, United States, Taiwan, Korea, Dubai, and other countries worldwide. It is used for construction purposes in many regions due to its low cost. However, many countries' forests have been over-harvested, including the Philippines, Malaysia and Indonesia, largely due to the demand for plywood production and export.

Marine plywood is manufactured from durable face and core veneers, with few defects so it performs longer in both humid and wet conditions and resists delaminating and fungal attack. Its construction is such that it can be used in environments where it is exposed to moisture for long periods. Each wood veneer will be from tropical hardwoods, have negligible core gap, limiting the chance of trapping water in the plywood and hence providing a solid and stable glue bond. It uses an exterior Weather and Boil Proof (WBP) glue similar to most exterior plywoods.

Plywood for indoor use generally uses the less expensive urea-formaldehyde glue, which has limited water resistance, while outdoor and marine-grade plywood are designed to withstand moisture, and use a water-resistant resorcinol-formaldehyde or phenol-formaldehyde glue to prevent delamination and to retain strength in high humidity.



The adhesives used in plywood have become a point of concern. Both urea formaldehyde and phenol formaldehyde are carcinogenic in very high concentrations. As a result, many manufacturers are turning to low formaldehyde-emitting glue systems, denoted by an "E" rating. Plywood produced to "E0" has effectively zero formaldehyde emissions.

All plywoods bind resin and wood fibre sheets (cellulose cells are long, strong and thin) to form a composite material. This alternation of the grain is called *cross-graining* and has several important benefits: it reduces the tendency of wood to split when nailed at the edges; it reduces expansion and shrinkage, providing improved dimensional stability; and it makes the strength of the panel consistent across all directions. There is usually an odd number of plies, so that the sheet is balanced—this reduces warping. Because plywood is bonded with grains running against one another and with an odd number of composite parts, it has high stiffness perpendicular to the grain direction of the surface ply.

Plywood was chosen for its lightness and strength. The cases were able to withstand extreme Antarctic conditions, including being buried beneath ice during blizzards. They were reused by the crew to make furniture for their living quarters and as covers and binding for *Aurora Australis* – the first book to be written, illustrated, printed, published and bound in the Antarctic. Astonishingly, Shackleton and his crew took a printing press on their expedition to 'guard [them] from the danger of lack of occupation during the polar night'.

Plywood was of particular interest as it was considered an industrial material – it was well suited to mass manufacture and its factory production symbolised the new machine age.

This was motivated by high unemployment, small household incomes and a shortage of low cost housing during the Great Depression. Designs for prefabricated houses focused on quick

fabrication and easy disassembly. Plywood was perfectly suited to standardised, lightweight panel systems which could be factory-produced and assembled on site.

Combatting prejudice that plywood was less reliable than metal, DKW emphasised its unique properties – strong and stress-bearing, easy to repair and quieter on the road due to better suspension. Its moulded plywood monocoque fuselage made it light and quick enough to fly without defensive weaponry. Other types of plywoods include fire-retardant, moisture-resistant, wire mesh, sign-grade, and pressure-treated. However, the plywood may be treated with various chemicals to improve the plywood's fireproofing. Each of these products is designed to fill a need in industry.

## **OBJECTIVES OF THE STUDY**

## **Objectives**

1. To raise productivity, production, and efficiency of workers
2. To improve morale of workers
3. To satisfy the desire of workers for self expression.
4. To promote industrial peace in the concern.

## **SCOPE OF THE STUDY**

### **Scope of the Study**

- To understand the working environment of the workers
- Dealing of workers with changing technology.
- Techniques used by the organization to make active participation of workers
- Steps taken by organization for their health, safety and working conditions.

## **LIMITATIONS OF THE STUDY**

## **Limitation**

- Unskilled Labours
- Lack of time management
- Illiterate workers
- Undefined goals
- Not updated with new tools and technologies
- Incompetent workers



# **LITERATURE REVIEW**

## **Literature Review**

Government policy promotes employee participation as a means of improving company performance, particularly by changing employees' attitudes and improving the work environment. While there is some evidence from the literature that participation can have a positive effect on companies' financial performance and the working environment, a significant body of work also questions these links. In their analysis, Juliette Summers (University of Stirling) and Jeff Hyman (University of Aberdeen) found that:

- The effects of participation schemes vary with the environment into which they are introduced. An insecure workplace environment may induce employees' compliance with participation measures, but may not achieve the commitment needed for attitude changes.
- Links between participation and attitude change appear to depend on the degree of influence granted to employees under participation measures. Low degrees of perceived influence are unlikely to produce positive results. However, middle management appears to resist participation initiatives which are perceived as reducing their influence or authority, thus posing an obstacle to the success of participation programmes.
- A combination of financial and work-related participatory measures can have a positive impact on company performance as employees do not all react to participation initiatives in the same manner. Some respond well to financial initiatives and others to more work-related elements.
- Assumptions that participation measures affect all employees identically, regardless of gender, race, age and contractual status, can amplify social disadvantage. Disadvantaged groups, such as older workers, disabled people and those with caring commitments, may have only a restricted voice at work.
- In terms of the work-life balance and family-friendly working, employees' voices remain muted. They tend to have a weak collective voice in larger organisations, whereas in some smaller firms individuals can sometimes negotiate flexible working arrangements.
- The researchers conclude that a combination of participation and welfare measures (such as equal opportunities and family-friendly policies) appears to enhance organisational performance and the quality of working life. Policy support should focus on union recognition and activity within a human rights framework, since this can positively influence employees' behaviour towards organisational goals.

## **Background**

Economic changes in recent decades have required employers to seek more efficient and flexible means of production. Deregulation and privatisation have also significantly altered the UK's industrial relations climate, with a decline in trade unions' influence and membership. Mirroring this has been the growth in 'new' forms of work-related participation by employees, under the banner of human resource management and associated programmes and strategies for partnership and high commitment.

Governments must balance the needs of a competitive economy with the welfare of their citizens. A change in political climate has seen social partnership currently being promoted by all interested parties. Reflecting this change, the inclusion of trade unions in government consultation exercises is significant.

Erstad Margaret (1997): Empowerment and organizational change. The article on Empowerment and organizational change focuses on the meaning of empowerment that it refers to a change strategy with the aim of achieving the objectives of both the organisation and the employee. The author talks about creation of a new management culture and empowerment as a strategy to bring about a change in the organisation.

Markos, S., & Sridevi, M. S. (2010) Employee Involvement in Organisation. The author has used key words like Employee engagement, Employee commitment, Organizational Citizenship Behaviour and Job satisfaction. The author has highlighted various facets of human resource development with particular reference to Employee Engagement in an organisation. The author feels that it is very important to address these facets of human resource failing which the employees will fail in fully engaging in their respective jobs which leads to mismanagement.

Muhammed Arif KHATTAK et al. (2013): Relationship between Employees Involvement and Organization Performance in Milieu of Pakistan. The research article measures the relationship among the employee involvement and Organisational performance in Pakistani organisations. A detailed study has been conducted on three main components of employee involvement namely, empowerment, teamorientation and capacity development. It is proved that organisations who delegate authority to its employees perform better.

Winnie Kivuya (2015): Effects of Employee Involvement in Strategic Management Implementation. The study was made to understand the effects of employee involvement in strategic management implementations. The study confirms that it is imperative for the managers to engage and involve employees to gain competitive edge for the organisation. It highlights that in order to achieve the desired targets of the organisation, it is necessary that employees are permitted to involve.

# **RESEARCH METHODOLOGY**

## **Research Methodology**

### **What is Research Methodology?**

- A Voyage of Discovery, A journey, An Attitude, An Experience, A Methods of Critical Thinking, A Careful critical Enquiry in seeking facts for principles.
- An Art of scientific investigation
- A Systemized effort to gain new knowledge, a movement from known to unknown.

### **Types of Research Methodology**

#### **• Exploratory Research**

Exploratory research is a type of research conducted for a problem that has not been clearly defined. Exploratory research helps determine the best research design, data collection method and selection of subject. It should draw definitive conclusion only with extreme caution. Given its fundamental nature, exploratory research often concludes that a perceived problem does not actually exist.

#### **• Constructive Research**

Constructive research is perhaps the most common computer science research method. This type of approach demands a form of validation that doesn't need to be quite as empirically based as in other types of research like exploratory research.

#### **• Empirical Research**

Empirical research is a way of gaining knowledge by mean of direct observation or experience, Empirical evidence (the record of one's direct observations or experiences) can be analyzed quantitatively or qualitatively.

### **Methods of Research Methodology**

These are two types of Research Methodology

#### **• Qualitative Method**

Qualitative research helps to gain insight into people's behaviors, value systems, motivations, culture or lifestyles, and how these attributes have a role to play in decision and policy making, communicating, and conducting research.

## **Approaches of Qualitative Research**

**Direct Observation:** In direct observation method, there is no participatory involvement on the observer's part. The observer is more a part of the background and is as unobtrusive as possible. As there is no direct participation, the observations are more detached. The researcher is watching, and making notes for future use.

**Interviews:** Interviewing involves direct interaction between the researcher and a respondent or group.

There are two types of interviews; structured and unstructured.

Structured interviews are carefully worded questionnaires and don't allow much scope to deviate from it. Unstructured interviewing is more informal, as compared to the former. It allows more exploration and deviation in its approach, which is useful for exploring a subject more broadly.

**Participant Observation:** This method for qualitative research is highly dependent on the researcher's ability to blend and extract information by being part of an inventor group. This method requires the researcher to become an active participant, while observing. It aims to gain a close insight of individuals or social groups and their practices through an intensive participation with them, in their natural environment, and often requires months or years to collect the required data for analysis.

### **• Quantitative Method**

In the social sciences, quantitative research refers to the systematic empirical investigation of quantitative properties and phenomena and their relationships. The objective of quantitative research is to develop and employ mathematical models, theories and/ or hypothesis pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships.

Quantitative research is generally made using scientific methods, which can include:

- The generation of models, theories and hypotheses.

- The development of instrument and methods for measurement.
- Experimental control and manipulation of variables.
- Collection of empirical data.
- Modeling and analysis of data.
- Evaluation of results

# **HYPOTHESIS**



## **HYPOTHESIS**

A hypothesis is a tentative statement about the relationship between two or more variables. It is specific, testable prediction about what we expect to happen in a study.

Hypothesis can also be divided as:

(1) Null Hypothesis

(2) Alternative Hypothesis

- H0:Techniques adopted by Gennext Plywood Pvt. Ltd. do not encourage its workers to participate actively in the working of organisation
- H1:Techniques adopted by Gennext Plywood Pvt.Ltd. encourage its workers to actively participate in the working of organisation

# **RESEARCH DESIGN**

## **RESEARCH DESIGN**

A research design is the specification of methods and procedure for acquiring the information needed. It is over – all operation patterns or framework of the project that stipulates what information is to be collected from which source by what procedure, it is also refers to the blue print of the research process.

### **SAMPLE METHOD:-**

This method is used in Random Method.

Random Method :- Random sampling is a part of the sampling technique in which each sample has an equal probability of being chosen. A sample chosen randomly is meant to be unbiased representation of the total population.

### **SAMPLE SIZE :-**

Samples size is the number of items to be selected from the population to constitute the sample for the research.

\* For this research a sample of 70 worker's in factory.

## **SOURCES OF DATA**

## Sources of Data

Research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. It is an academic activity and as such the term should be used in a technical sense. Research is, thus an original contribution to the existing stock of knowledge making for its advancement. It is as per suit of truth with the help of study, observation, comparison and experiment. In short, the search for knowledge through objective & systematic method of finding solution to a problem is “research”.

### **COLLECTION OF DATA**

- Primary Data
- Secondary Data

#### **Primary Data**

1. Primary data would be collected during the course of asking questions by performing surveys.
2. Primary data would be either through respondent either through questionnaire or through personal interview.
3. I will collect the data through both of them.

#### **Secondary Data**

1. The data will be already available in the form of print material, website, journals etc.
2. Data will be collected from some Magazines, Newspapers, Websites and course material for that purpose.
3. Data will be collected from the website – <https://www.plyreporter.com/brand/20/asean-plywood>

# **DATA COLLECTION**

## **Data Collection**

A systematic method was adopted for the collection of data. Both primary and secondary data were collected for the smooth & successful completion of the study.

### **1. PRIMARY DATA**

Primary data is the information that has been collected specifically for the purpose of research project. An advantage of primary data is that it is specifically tailored to a particular research needs. It includes data collected from

- Questionnaire
- Focus Group
- Interviews

### **2. SECONDARY DATA**

Secondary data refers to the information that has been collected by someone other than a researcher for purposes other than those involved in the research project at hand. Books, journals, manuscripts, diaries, letters etc. all become secondary sources of data as they are written or compiled for a separate purposes.

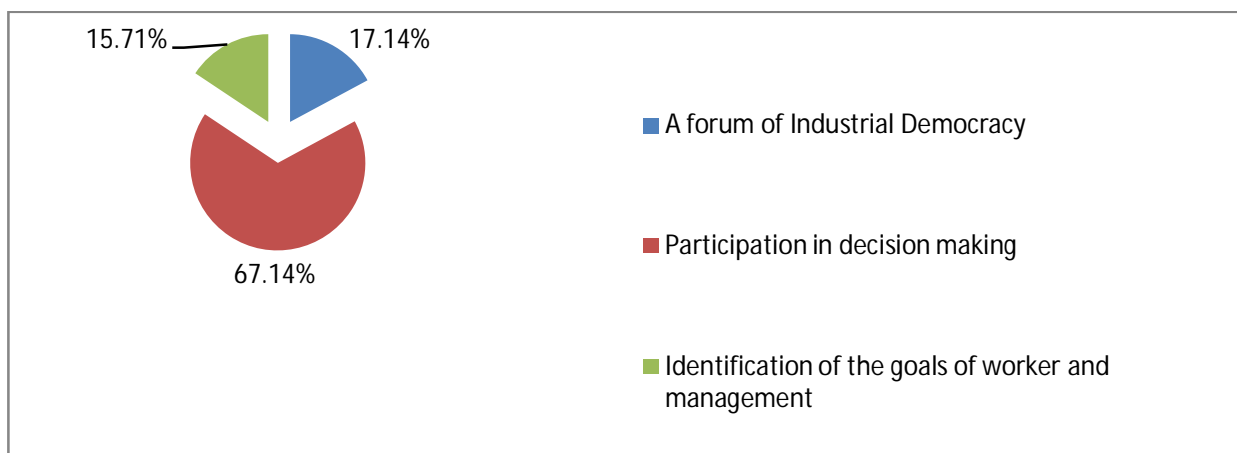
# **DATA ANALYSIS & INTERPRETATION**



## Data Analysis and Interpretation

**Q1.)** What is WPM according to you

Options	No. Of Respondants	Percentage
(a) A forum of Industrial democracy.	12	17.14%
(b) Participation in decision making	47	67.14%
(c) Identification of the goals of the worker & the management.	11	15.71%

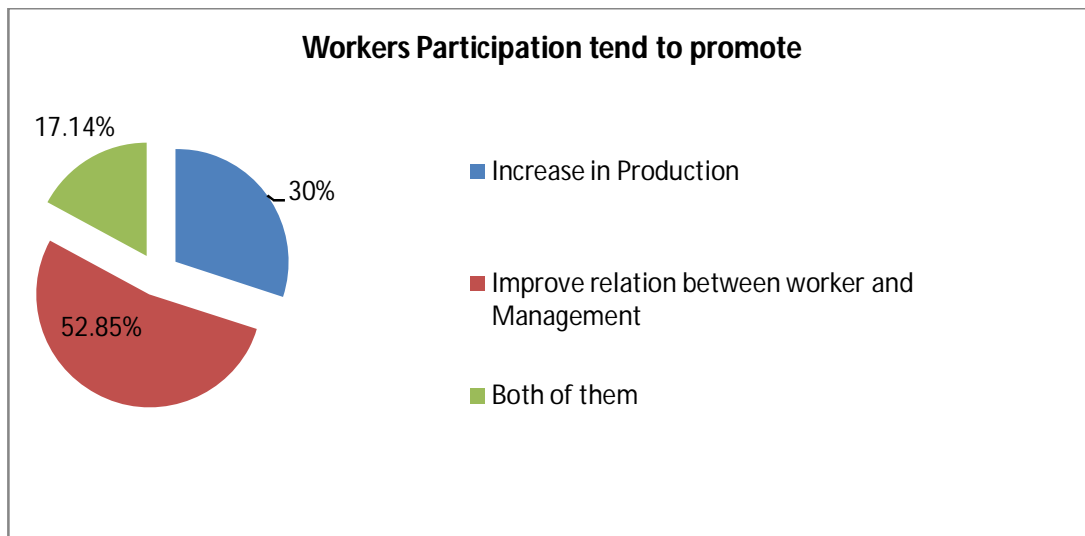


### **Interpretation:**

In the given data 67.14% of the respondent says that participation in decision making, 15.71% says that participation in decision making and 17.14% a forum of industrial democracy.

Q2) What is your view that workers participation in management tend to promote?

Options	No. of Respondents	Percentage
a) Increase in production	21	30%
b) Improve relation between Workers & management	37	52.85%
c) Both of them	12	17.14%

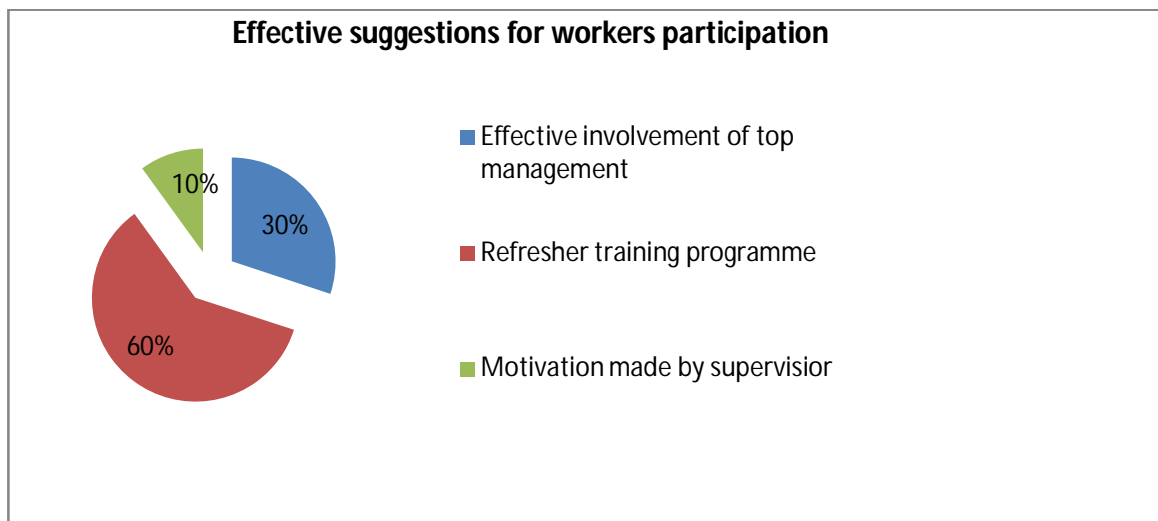


**Interpretation:**

According to the data 52.85% improve relation between worker and management, 30% Increase in production, 17.14% both of them.

**Q3)** Which suggestions would you make for the effective workers participation in management for improving production?

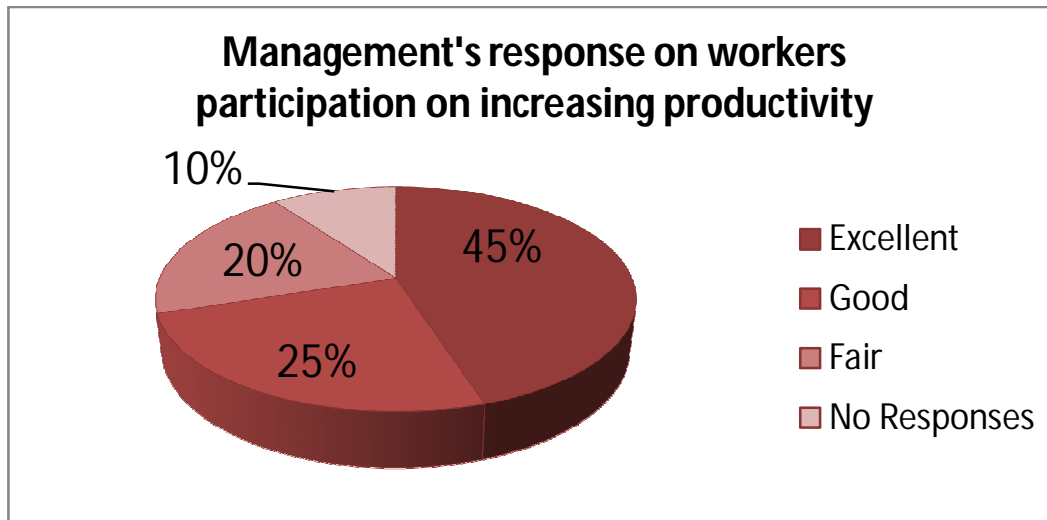
Options	No. Of Respondents	Percentage
a) Effective involvement of Top Management	21	30%
b) Refresher training programme	35	60%
c) Motivation made by supervisors	7	10%



**Interpretation:**

According to the chart 30% of the workers feel that their is effective involvement of the top management while 60% feel that there is need of refresher training programme and 10% think that motivation made by supervisors.

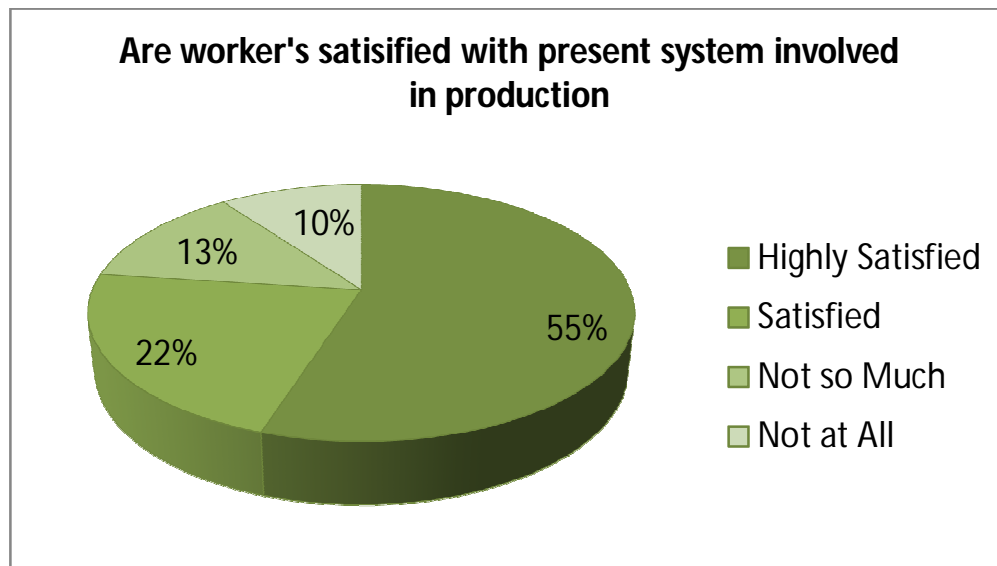
Q4) How is response of the management to the workers participation for increasing productivity ?



**Interpretation:**

Management's response on worker's increasing productivity is that 45% of managing staff feels that they are excellent while 25% think that they are good and 20% think they are fair 10% of them have no responses.

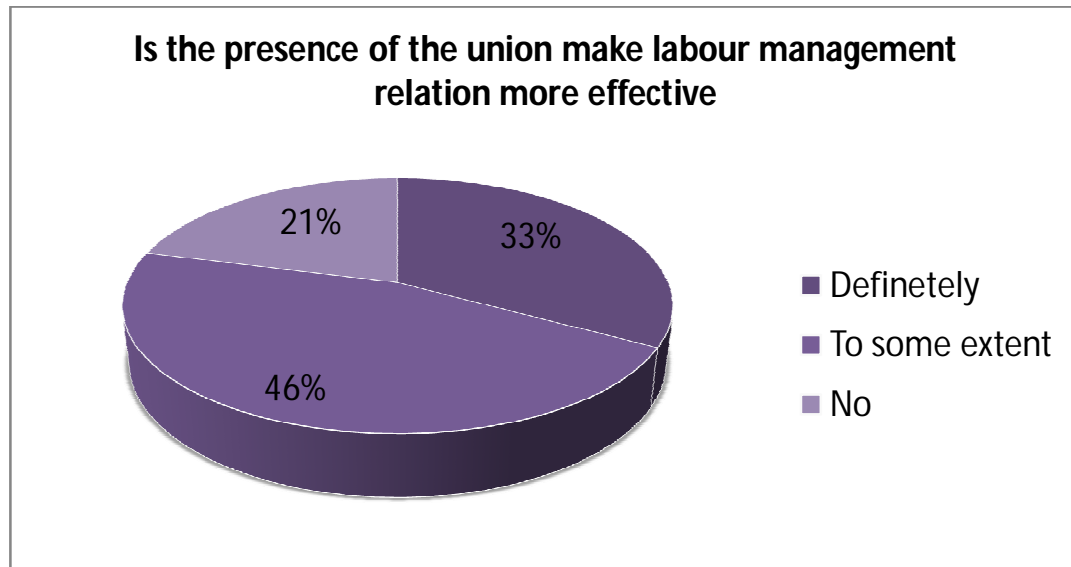
Q5) Are you satisfied with the present system of workers involvement in production ?



**Interpretation:**

According to the data provided 55% of the workers are highly satisfied with the present system involved in production whereas 22% are satisfied while 13% of responses are not so much and 10% feel that not at all.

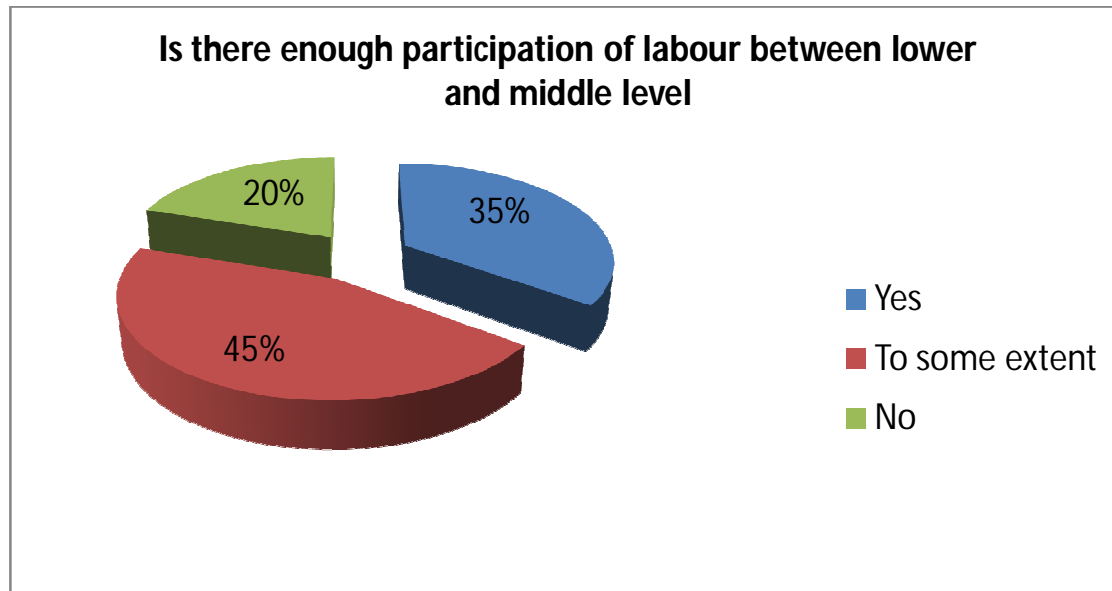
Q6) Does the presence of the union make labour management relation more effective?



**Interpretation:**

According to the data 46% of the workers feel that presence of union make labour management relation more effective to some extent while 33% definetely feel that it is effective whereas 21% workers do not agree.

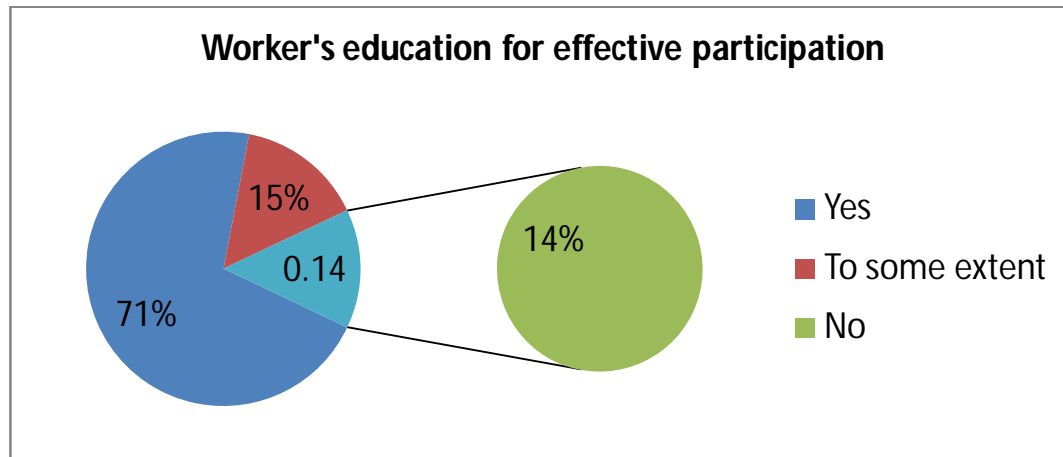
Q7) Do you find enough participation of the labour at middle and lower level?



**Interpretation:**

45% of the workers feels that the participation between lower and middle level is there while 35% feel it to some extent and 20% think there is nothing as such.

Q8) Do you think that workers education is necessary for effective participation?

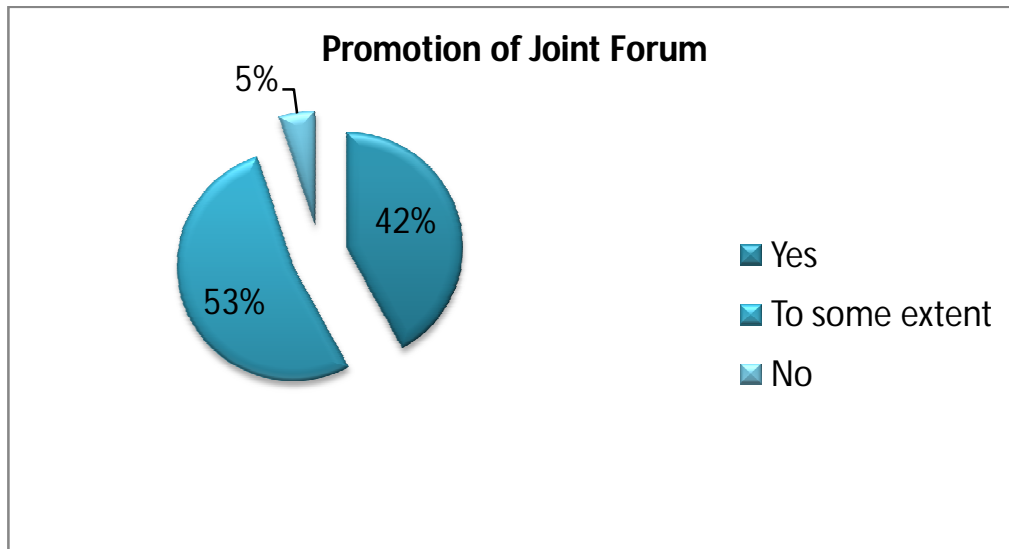


**Interpretation:**

Here in this case workers education is necessary as 71% of the workers are agreeing to it while 15% feel that it is necessary to some extent whereas there are still 14% who feel that workers education for effective participation is not at all necessary.



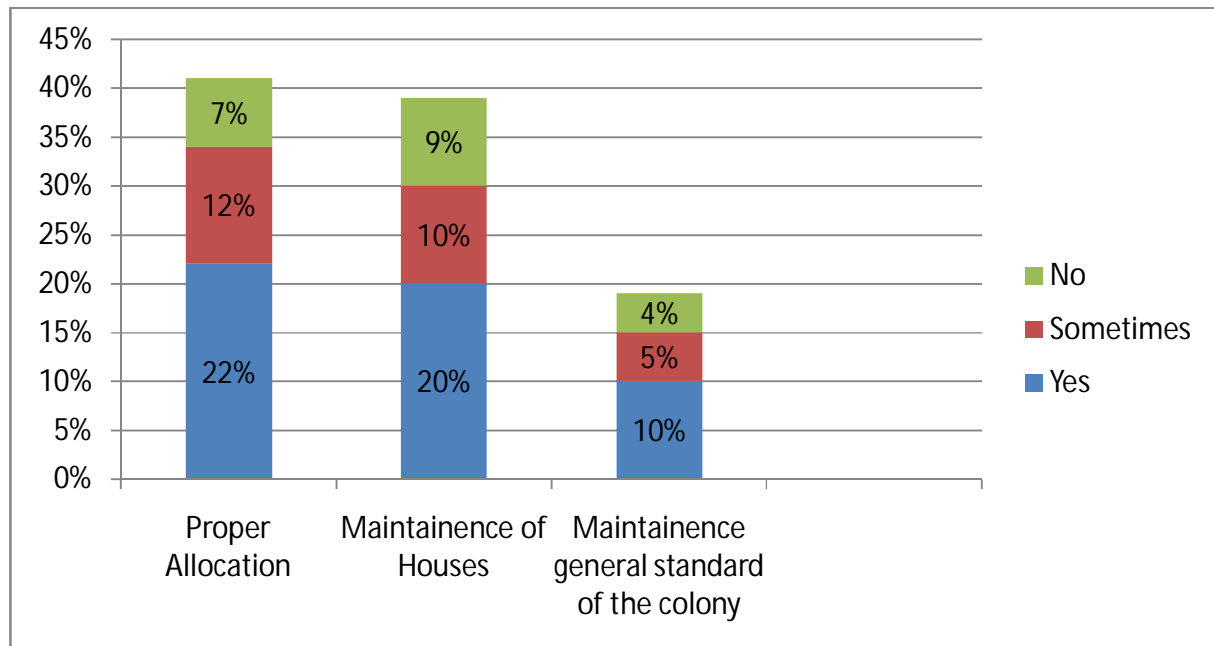
Q9) Do you think that management takes interest in promoting joint forum-



**Interpretation:**

There are 53% of the workers says that there is promotion of joint forums to some extent while 42% says that this practice is existing while 5% of them are saying that there is no such concept in the organization.

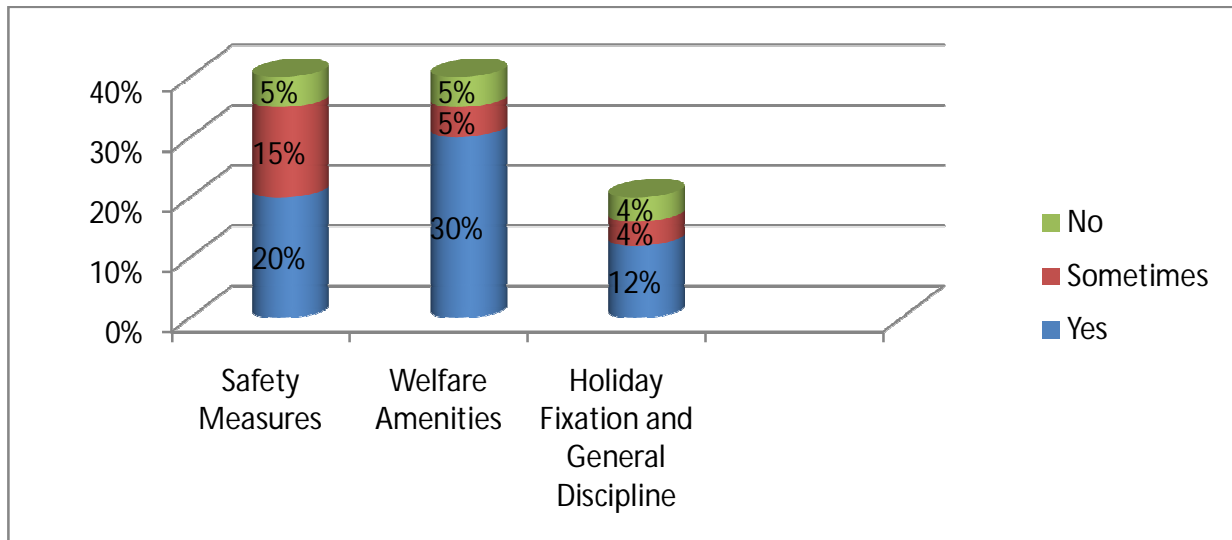
Q10) Does committee help in -



**Interpretation:**

The graph represents that how the different committees are helping the workers as 40% of them say that there is proper allocation of resources in which 22% say it happens fairly , 12% feel sometimes and 7% say it doesn't. Other than that proper maintenance of houses around 38% agree to it in which 20% are agreeing for the maintenance of it and 10% say it happens rarely and 9% do not agree. The last one states that maintenance glyeneral standard of the colony where only around 17% agree.

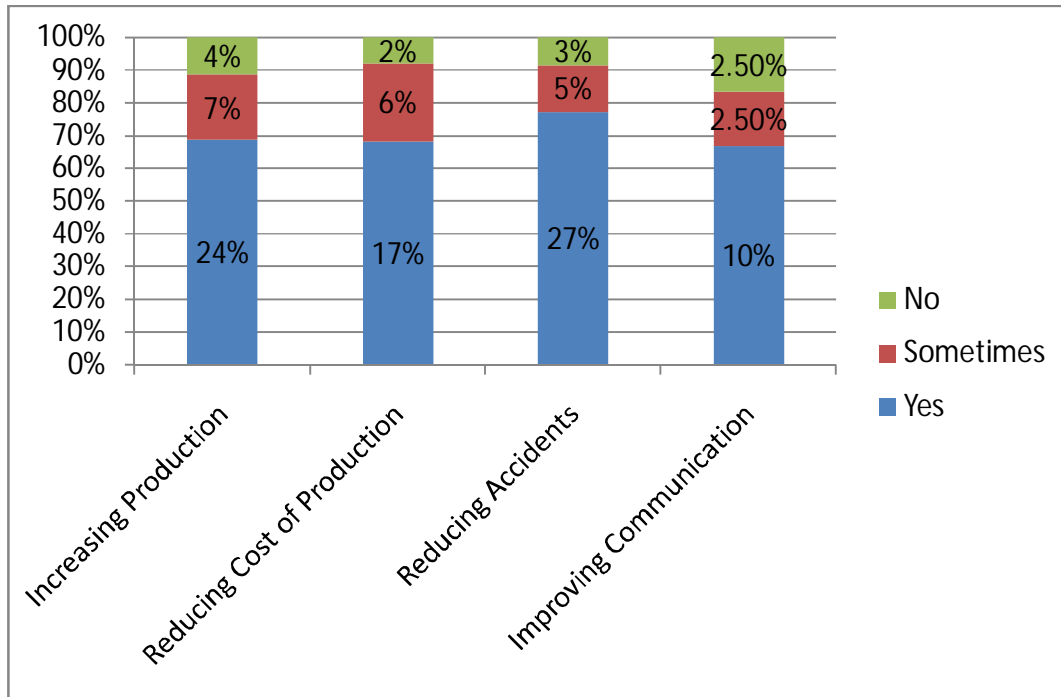
Q11) Are the members of joint forum included in the administration of:



**Interpretation:**

The given graph discusses about the members of joint forum and their involvement in the administration in which 40% of the workers believe that they are in the committee of safety measures and 40% of them say that they are administering the welfare amenities that are being provided to the workers and there is lesser involvement of the joint forum committee in holiday fixation and general discipline out of which they are only 20%.

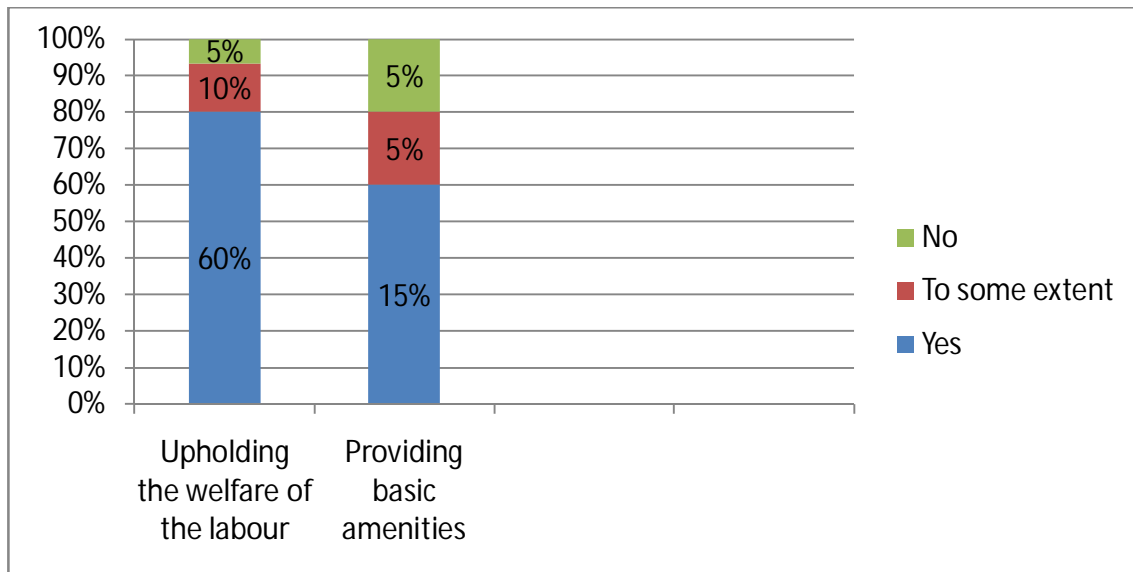
Q 12) Do you think that discussions with members of the union help in



**Interpretation:**

The graph represents that the discussion with the union members is helpful for the workers a35% of them have told that it is helpful in increasing the production 25% of workers say that it reduces the cost of production whereas 25% think that it reduces the accidents and 15% tells that it is helpful in improving communication

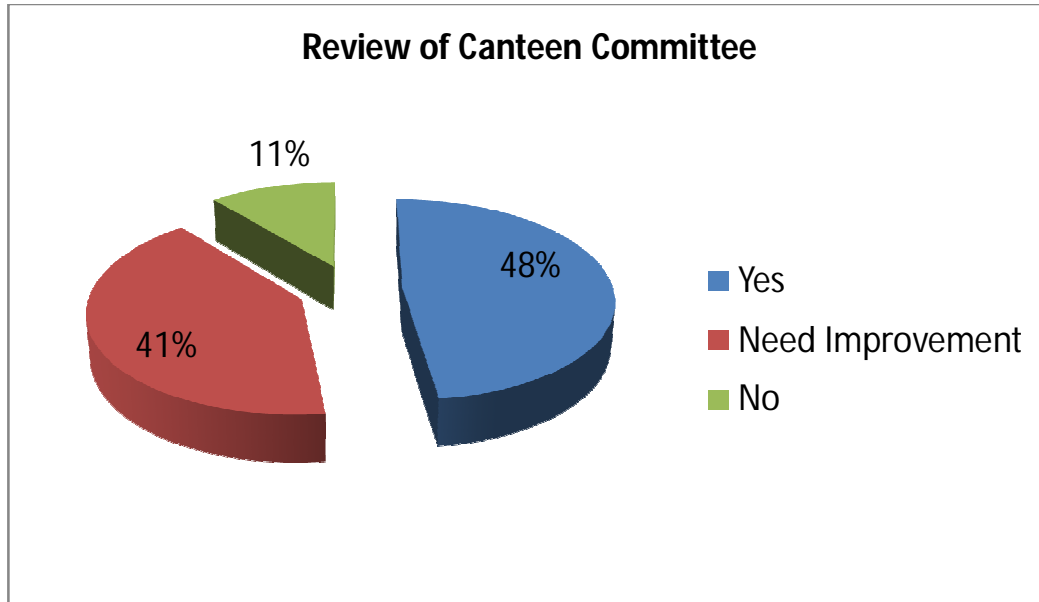
Q 13) Does welfare Committee help in-



**Interpretation:**

The given data represents worker opinion regarding the welfare committee in which 60% say that yes that there is upholding the welfare of the labour while 10% believe to some extent and 5% say no. While on the other hand 15% say that they provide basic amenities whereas 5% say that upto some extent and remaining 5% say no.

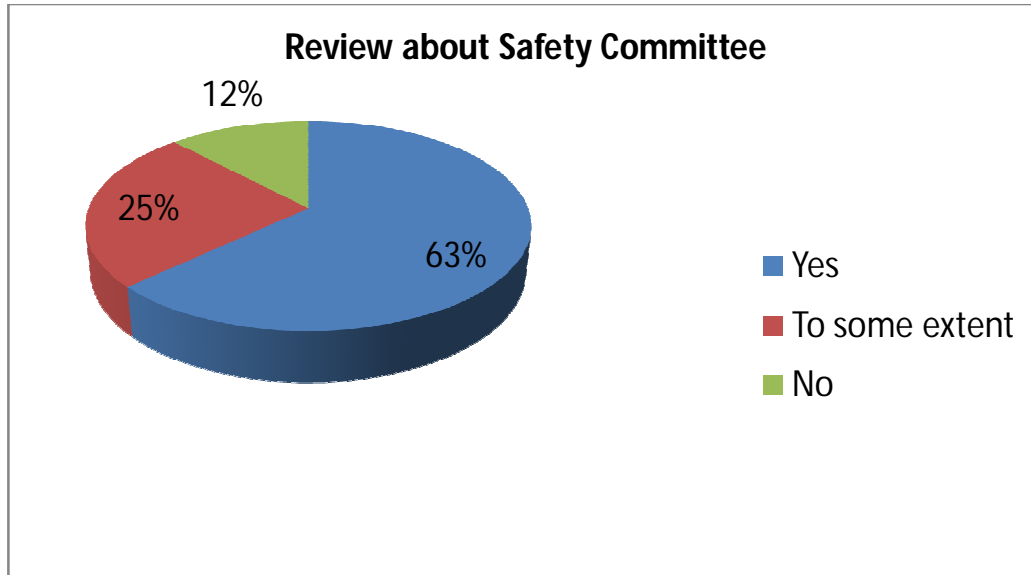
Q14) Do you think that the Canteen Committee is working up to the mark –



**Interpretation:**

The given pie chart talks about the canteen committee of the organization in which 48% of the workers say that it is good while 41% say they need improvement while 11% say it is not up to the mark.

Q 15) Do you think Safety Committee helps in reducing the accidents and educating workers about safety –



**Interpretation:**

This chart tells that safety committee is helpful in reducing accidents as well as educating workers about safety as it is believed by 63% of the workers and for 25% is up to some extent while 12% believe that it is not helpful.

## **SUGGESTIONS**



## **Suggestions**

- Representation of employees at the board level is known as industrial democracy. This can play an important role in protecting the interests of employees.
- Encouraging your employees to come up with unique ideas can work wonders especially on matters such as cost cutting, waste management, safety measures, reward system, etc.
- Developing a full-fledged procedure can add value to the organizational functions and create a healthy environment and work culture.
- Expanding the job content and adding additional motivators and rewards to the existing job profile is a fine way to keep workers involved in managerial decision-making.

## **CONCLUSION**

## **Conclusion**

The organizations must understand the importance of the employees or workers working in their organization as human resources is the most important asset of any organization and Gennext Plywood Pvt. Ltd is working upon it.

The organizations must encourage and motivate their employees for better efficiency and productivity.

Organizations must help their employees for better career growth and give them rewards for their excellent services.

This organization is giving its level best to make its workers more and more happy by giving them the best services that are possible by them. The organizations should adapt new policies for the welfare of the workers to give them the motivation to work in the organization because if there will be no job satisfaction they will get demotivated and will not give their best.

Organization should give their employees all the basic facilities , rewards and recognition, timely appraisals and appreciations to its workers. Bonuses , Incentives all this must be provided to the workers which will help them in better participation in the organization.

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## **WEBSITES**

- [www.google.com](http://www.google.com)
- <https://aseanply.com/about/>

## **NEWS PAPERS**

- Business Line
- Business Standard
- Financial Express

**ANNEXURE**

## Annexure

### QUESTIONNAIRE

#### PROFILING FORM

Name:

Age:

Gender:

Education:

- 1.) What is WPM according to you
  - (a) A forum of Industrial democracy.
  - (b) Participation in decision making
  - (c) Identification of the goals of the worker & the management.
  
- 2.) What is your view that workers participation in management tend to promote?
  - (a.) Increase in production
  - (b.) Improve relation between Workers & management
  - ( c.) Both of them
  
- 3.) Which suggestions would you make for the effective workers participation in management for improving production?
  - ( a.) Effective involvement of Top Management

(b). Refresher training programme

(c.) Motivation made by supervisors

4.) How is response of the management to the workers participation for increasing productivity ?

( a.) Excellent

( b.) Good

( c.) Fair

( d.) No response

5.) Are you satisfied with the present system of workers involvement in production ?

( a.) Highly Satisfied

( b.) Satisfied

( c.) No so much

( d). Not at all

6.) Does the presence of the union make labour management relation more effective?

(a) Definitely

(b) To some extent

(C) No

7.) Do you think that workers education is necessary for effective participation?



(a) Yes

(b) To some extent

(C) No

8.) Do you find enough participation of the labour at middle and lower level?

(a) Yes

(b) To some extent

(C) No

9.) Do you think that management takes interest in promoting joint forum-

(a) Yes

(b) To some extent

(C) No

10.) Does committee help in -

(i) Proper allocation - (a) Yes (b) Some times (c) Never

(ii) Maintenance of the houses - (a) Yes (b) Some times (c) Never

(iii) Maintenance general standard of the colony - (a) Yes (b) Some times (c) Never

11.) Are the members of joint forum included in the administration of:

(i) Safety measures -(a) Yes (b) To some extent (c) No

(i) Welfare amenities- (a) Yes (b) To some extent (c) No

(i) Holidays fixation & general discipline- (A) Yes (B) To some Extent (C) No

12.) Do you think that discussions with members of the union help in

(i) Increasing production- (a) Yes (b) To some extent (c) No

(ii) Reducing cost of production - (a) Yes (b) To some extent (c) No

(iii) Reducing accidents -(a) Yes (b) To some extent (c) No

(iv) Improving communication (a) Yes (b) To some extent (c) No

13.) Does welfare Committee help in-

(i) Upholding the welfare of the labour - -(a) Yes (b) To some extent (c) No

(ii) Providing the basic amenities - -(a) Yes (b) To some extent (c) No

14.) Do you think that the Canteen Committee is working up to the mark –

(a) Yes

(b) Need improvement

(c) No

15.) Do you think Safety Committee helps in reducing the accidents and educating workers about safety –

(a) Yes

(b) To some extent

(C) No