

The Influence of Proactive Personality and Career commitment on JMC and WC Scheme

Dr. Manju Devi

Assistant Professor (Commerce)

Abstract- *Participative Management technique is an attractive tool and technique which is helpful to create healthier industrial relations between employees and employers. Without cooperation/ participation nothing is possible; so participative management is the only tool which provides equal opportunities for employees to share their ideas, suggestions and thoughts with each other. The main purpose of this study was to find the influence of proactive personality and career commitment on JMC and WC scheme of participative management. The selected sample size of the present study was automobile sector of Haryana. The Cronbach's alpha, regression analysis was used to achieve the objective of this study. It was found that the available data are reliable and adaptable to attain the objective. It was also found that there was no significant influence of proactive personality and career commitment factors of employees on JMC scheme of participative management. It was also concluded that there was no significant influence of proactive personality and career commitment factors on WC scheme of participative management. At last, it was concluded that proactive personality and career commitment are two important factors to influence the level of participation in management.*

Keywords- *Participative Management, Proactive Behavior, Career Commitment, Joint Management Council, Work Committee, Regression Analysis, Cronbach's Alpha*

Introduction

Participation means to participate in any activities of organization such as seminar, conference, workshop etc. whereas participation in management refers to take a part in decision making process of an organization i.e. recommendations for training programmes, learning culture, new technology and techniques to improve production and efficiency,

making schedules of working hours and holidays, suggest alternatives to solve a problem of organization etc. if organization implements participative management techniques, then a lot of problems will be solved automatically viz. industrial disputes, wastage of resources, turnover rate, change to resistance, collective bargaining etc. It is a most attractive and innovative technique which gives equal chance for sharing ideas, suggestions and thoughts. Today's era is more dynamic and problematic where only a single person or a group of some people cannot handle all the problems of organization, but a knowledgeable and technology able person can give a number of alternatives to solve a specific problem and can handle all types of problems in their organization. In this environment every person wants to achieve success in their life and it is possible if he/she has a chance to show case their abilities.

Literature Review

The literature of review shows the history of any topic and describes how many studies have been done completed and in which areas. It highlights the effects of organizational commitment on employee participation. But no research has been carried out to identify the influence proactive personality and career commitment on participative management. So, the present study entitled "The Influence of Proactive Personality and Career Commitment on Participative Management Schemes" has been undertaken. It was found that the behavior of an employee/employer can be changed with well-organized structure and growing employment relations practices.

Proactive personality can be defined as a pro-behavior (action and result oriented behavior) of an employee in advance for a future situation which includes the five big personality characteristics such as extroversion, agreeableness, conscientiousness, emotional stability and openness to experience (<https://en.wikipedia.org/wiki/Proactivity>). An employee who has proactive behavior can deliberately and straightforwardly modify their present circumstances to engage in their work environment. The main aim of this behavior is to recognize and develop the opportunities which can play a vital role in participative management (Rodopman, 2006, Seibert & Crant, 1999).

Rathnakar, 2012 suggests that all the employees' of an organization should be aware about participative management and should participate in decision making process such as, problem identification, planning process, program implementation and evaluation as a for

development of an organization. Ahmad and Tobi, 2014; singh, 2009 also concluded that participative management encourage employees to resolve problems and grip new techniques to expand performance with their innovative and creative ideas and thoughts.

Allen & Meyer, 1990 define that organizational commitment is the employees' psychological glove to the organization. It is helpful to describe the attachment and loyalty of employees to their organization. Scholl, 1981 also concluded that the interaction and relationship of employees at their work place is the result of the organizational commitment. Rhodes and Streers, 1981; Johnson, 1192; and Brown, 1996 also found that the participation of employees in decision making process increase employees' commitment in the organization commitment. Blau and Boal, 1987 also described that the participative management and organizational both have positive relationship. Bret, Corn and Slocum, 1995; Markowitz, 1996 represents that organizational commitment is an essential tool to attain talented employees in the organization. Waiguch, 1999 suggests that participative management is an essential ingredient for the success of an organization.

Research Methodology

Sample Size

Generally, the investigation of whole population is not possible so almost all the field of research work may be completed as sample study which is collected from the whole population of selected area. A sample size is a representative part of the population which is used for observation and analysis.

The employee of automobile sector in Haryana is the population of this study which includes all the people who work at any level of organisation such as first level (supervisory management), second level (middle management) and third level (executive/top management). In the present study sample of 500 employees were selected from the automobile sector of Haryana. But due to some problems such as the unwillingness of respondents and lack of references the researcher didn't reach in most of automobile company of Haryana and only 434 responses are collected for further observation and analysis of the study. Where the automobile companies of Haryana is selected on the basis of convenience method of non-probability sampling techniques, while random sampling method

of probability sampling techniques is used to fill the questionnaire and to eliminate the sampling biasness.

In this study, the research work is descriptive-cum-exploratory in nature. Primary data was used to achieve the objectives of this study. Survey method was used to collect the data and information from the targeted respondents. To adjudge the responses of employees' self structured questionnaire was used with Five-Point Likert Scale. The questionnaire was individually administered to all the respondents by visiting the targeted organisations to get a comprehensive view of participation in the organisation. Questionnaire were distributed among all the level of employees and their responses were collected. However, it was explained to the respondents that these items of information were used only for the research purposes and their responses should not bear their identity as well as will be kept confidential This helped induce the participants' relaxed & uninhabited participation.

Reliability Assessment

It refers to the inter-consistency which is measured by three ways between the measurement items for a set of variables: test-retest, split-half and Cronbach's alpha. In this study, researcher used the Cronbach's alpha to measure the reliability of self structured questionnaire. The following table presents the results of reliability test of the scale which is used in this study.

Table 1 Reliability Statistics of Participative Management Schemes

Forms/Schemes	Cronbach's Alpha	N of Items	N of Respondents
JMC	.867	8	321
WC	.896	8	313

Source: Primary Data

As per table 1 reliability statistics of various schemes of employees' participation in management has above .70 alpha values for each schemes of employees' participation in management which is the adequate alpha values with a particular sample. So, the self structured questionnaire and data are reliable and validate to examine the objectives of the study.

Table 2 Reliability Statistics of Factors That Influence Participative Management

Participative Management Schemes	Individual and Situational Factors	Cronbach's Alpha	N of Items
JMC	Proactive Personality	.784	7
	Career Commitment	.820	5
WC	Proactive Personality	.891	7
	Career Commitment	.894	5

Source: Primary Data

As per table 2 reliability statistics of factors that influence the employees' participation in various schemes participative management has above .70 alpha values for each scheme of employees' participation in management which is the adequate alpha values with a particular sample. So, the self structured questionnaire and data are reliable and validate to examine the objectives of this study. Generally, the Cronbach's Alpha test of reliability is used as a measure of internal consistency of a set of questions in a survey questionnaire (instrument). The more reliable instrument indicates high construct reliability which shows the higher internal consistency. The acceptable reliability of instrument is considered above 0.70 (Ho, R., 2006).

DATA INTERPRETATION**Influence of proactive personality and career commitment on JMC and WC Schemes**

The various schemes/forms of participative management are the dependent variable and proactive personality, career commitment are the independent variables. Therefore, to analyse the influence of individual factors (PP & CC) of employees on various participative management schemes in automobile sector of Haryana, the following hypothesis is developed by the researcher. *H_{03 (a)}: There is no significant influence of individual factors of employees on various schemes/forms of participative management.* To justify the above hypothesis, the following nine sub-hypotheses are also originated by the researcher.

H_{03 (a1)}: There is no significant influence of individual factors of employees in the participation of JMC scheme.

H_{03 (a2)}: There is no significant influence of individual factors of employees in the participation of WC scheme.

Table 3 depicts that joint management council is the dependent variable and proactive personality and career commitment are the independent variables which show the influence of individual factors of employees in the participation of JMC scheme. To compare the influence of independent variables, the standardized coefficient beta (β) are used (Pallant, 2006), the order of importance are 'Career Commitment' ($\beta = 0.400$) and 'Proactive Personality' ($\beta = 0.215$).

The result of linear regression also shows that there is a moderate positive relationship (Evans, 1996) between JMC scheme and the individual factors of employees, JMC (R) = 0.467. Further, it indicated that the value of R^2 is 21.8 percent (0.218) which depicts that 21.8% variations in JMC schemes is explained by the individual factors. The finding of the regression model also suggests the fitness of the model 1 as the F-value (44.31) is found to be significant at 1% level of significance.

Table 3: Influence of Proactive Personality and Career Commitment on the JMC scheme

Model 1 (JMC)	Unstandardized Coefficients Beta	Standardized Coefficients Beta	t-value	Sig.
Constant	17.948		10.101	0.000
PP	1.545	0.215	4.315	0.000
CC	2.570	0.400	8.051	0.000
R	0.467			
R^2	0.218			
F-value	44.31**			
Statistically Significant	Yes			
Accepted/Not Accepted	Not Accepted			

Source: compiled from the questionnaire

** Significant at 1% level (two-tailed)

Therefore, the null hypothesis that *"there is no significant influence of individual factors of employees in the participation of JMC scheme of participative management"*, is not accepted.

Table 4: Influence of Proactive Personality and Career Commitment on the WC scheme

Model 2 (WC)	Unstandardized Coefficients Beta	Standardized Coefficients Beta	t-value	Sig.
Constant	13.25		8.582	0.000
PP	.189	.173	3.408	0.000
CC	.687	.482	9.491	0.000
R	0.574			
R ²	0.330			
F-value	76.34**			
Statistically Significant	Yes			
Accepted/Not Accepted	Not Accepted			

Source: compiled from the questionnaire

** Significant at 1% level (two-tailed)

On the basis of table 4 work committee is the dependent variable and proactive personality and career commitment are the independent variables which show the influence of individual factors of employees in the participation of WC scheme. It is analysed that the effect of independent variables on the dependent variables can be compared on the basis of standardized coefficient beta (β) (Pallant, 2006), where the CC ($\beta = 0.482$) have more influence on WC scheme rather than PP ($\beta = 0.173$).

Further, the value of R (coefficient of correlation) confirmed that WC scheme and the individual factors of employees has moderate positive relationship, ($R = 0.574$). It is also computed that the value of R^2 (0.330), show the variations in WC schemes is explained by the individual factors. The findings of the regression model suggest the fitness of the model 2 as the F-value (76.34) is found to be significant at 1% level of significance.

Therefore, the null hypothesis that *“there is no significant influence of individual factors of employees in the participation of WC scheme of participative management”*, is not accepted.

FINDINGS AND SUGGESTIONS

The findings of this paper represent the influence of proactive personality and career commitment on the JMC and WC scheme of participative management in an organization.

- It is concluded that proactive personality and career commitment are positively and significantly correlated with JMC and WC schemes of participative management.
- It is found that career commitment (CC) is the most important factor to influence both JMC (40.0%) and WC (48.2%) schemes of participative management rather than proactive personality.
- On the other hand, study found that the part of influence of proactive personality (JMC= 21.5 % and WC= 17.3%) is small on both schemes viz. JMC and WC schemes.

LIMITATIONS OF THE PRESENT STUDY

- The study was delimited to one state of India: Haryana.
- The study is related to only manufacturing automobile sector of Haryana (India).
- The study was limited to the five demographic variables such as experience, marital status, age, qualification, and income of employees.
- Questionnaire survey respondents may not complete the survey resulting in low response rate.
- Size and diversity of sample is limited by participants ability to read.
- The respondents were found unwilling to give the truthful information regarding any participative management schemes.

RECOMMENDATION FOR FUTURE RESEARCHERS

To identify the above findings, the present study suggests the following advices which may be fruitful for future researchers:

- The future study could be done on different sectors in India or other countries.
- This study was conducted in Haryana only, so the future research could be done in other geographic area to measure the cross culture difference.
- The research should be done on a regular basis to analyse employees' perception towards the functioning of various schemes/forms of participative management.

CONCLUSION

Participative management plays a crucial role to retain and maintain knowledgeable and technologically-oriented people in an organisation. So, a manager should be

implementing this practice of HRM. Organisation/Managers should be taking a step to improve the knowledge of their workforce regarding the new practices of HRM. Since, the present study concludes the employees' perception regarding Joint Management Council and Work Committee schemes of participative management and the influence of proactive personality and career commitment on participative management schemes.

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