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EMPLOYEE INVOLVEMENT AS A STRATEGIC TOOL FOR ORGANIZATIONAL SUCCESS

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ABSTRACT

The success of the organization depends upon its people. Employees- represent a source of knowledge and ideas, but often times that a resource remains untouched. Involving employees in the management process, not only empowers them to contribute to the success of an organization, but also saves the company time and money, increased productivity and reduced outsourcing. In other words, Employee involvement leads to positive and economic operation of any organization and it is a strategic tool for

organizational success.

KEYWORDS :Involvement, Work - force engagement, Competitive Advantage and Teamwork.

1. INTRODUCTION:

Once an organization really wants to make a positive work environment that is based on trust, outstanding customer service, teamwork, operational brilliance, and creative problem solving, employee involvement, then the leadership team must start to understand, investing, and be responsive to the needs of the group that represents the organization. The return on investments will come in the form of higher levels of employee stimulus, creativeness, productivity, dedication and involvement that will shift the organization ahead with greater productivity and profitability.



Employee involvement programs can improve job satisfaction, employee morale and dedication to the organization, in addition to lift productivity, decrease turnover & absenteeism and improve the quality of products and services. Employee involvement is not the goal nor is it a tool, as practiced in many organizations (Susan). The main benefits of employee involvement are enhanced morale, productivity, healthier relationships with the coworker and lateral thinking. Employee involvement translates directly into increased productivity. Employees with an investment in the company & best interest increase their role in the company, fostering a stronger work ethic (Owen).

Employee involvement is creating an environment in which people have an impact on decisions

and actions that affect their jobs (Susan). Employee involvement is not the goal nor is it a tool, as practiced in many organizations. Rather, it is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of the organization.

2. REVIEW OF LITERATURE:

Employee involvement is based upon the recognition that the success of an organization is determined to a significant extent by the contribution of its employees (Prabha et al., 2013). Most managers want to have their employees involved in improving the business, or at least to be an active participant in helping the business meet its objectives (Apostolos, 2000). The EIP (Employee Involvement Practices) practices including team briefing, problem solving groups, surveys of employees opinion and information regarding staffing of the employees can increase the employees satisfaction towards their job (Nadeem Iqbal, 2012). formal meetings with employees does have a positive association with the introduction of most types of organisational change, discussions in joint consultative committees and / or special committees were often more significant (Ann Hodgkinson, 1999).

The companies are encouraged to adopt employee involvement programs in order to enhance performance, growth and competitiveness on the regional and global market (Sofijanov e., et al. 2013) EI (Employee Involvement) - decision can be applied by keeping employees informed from the beginning about changes in staffing, financial matters and new decisions, and also by seeking their views, responding to suggestions and most importantly, allowing them to influence final decisions (Ayman Adham, 2014). An intensive employee involvement in decision making regime is a probable approach for increasing firm performance in competitive markets with uncertainty (Owolabi Lateef Kuye et al. 2011)

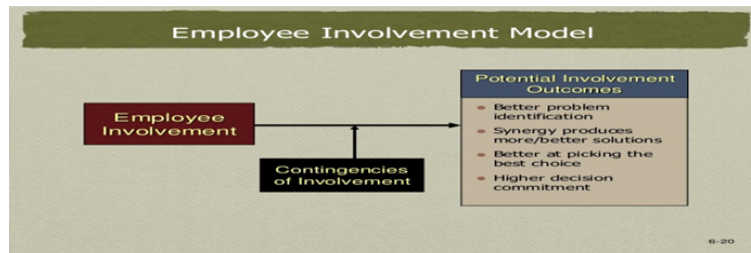
3. PROCESS TO OBTAIN EMPLOYEE INVOLVEMENT:

For an effective employee involvement process, three things need to be present:

1. Employees must to have the authority to participate in decisions making.
2. Employees must to have training or experience with proper decision-making skills.
3. Incentives for participation.

Lately, many organizations both local and international have witnessed a number of industrial conflicts and worker agitations which has led to confrontations between management and staff with some very terrible consequences. All these have arisen as a result of employees feeling dissatisfied about some decisions that have been taken by management and Board of the various organizations without any active involvement of the staff body and such decisions have been viewed by employees as detrimental to their welfare and the growth, sustainability and survival of the organizations (Theodosia Lamley, 2010).

Figure -1
Employee Involvement Model



Source: 2009 McGraw-Hill/Irwin Decision Making and Creativity Chapter Six available at <http://www.slideshare.net/xdro0ogx/o-47203642> Retrieved on 07.11.2015.

4.1 OUTCOMES OF EMPLOYEE INVOLVEMENT

Providing opportunities for active participation is beneficial for individuals as well as entire organizations. The list below shows just how much of an impact that employee participation and voice can have on the performance and well-being of a person, team, department, or entire organization.

- ✓ Improved organizational decision-making capability (Apostolou, 2000)
- ✓ Improved attitude regarding work (Leana, Ahlbrandt, & Murrell, 1992)
- ✓ Substantially improved employee well-being (Freeman & Kleiner, 2005)
- ✓ Reduced costs through elimination of waste and reduced product cycle times (Apostolou, 2000)
- ✓ Empowerment, job satisfaction, creativity, commitment, and motivation, as well as intent to stay (Apostolou, 2000; Light, 2004)
- ✓ Increased employee productivity across industries (Jones, Kalmi, & Kauhanen, 2010)

The various forms of Workers Involvement in Management currently prevalent in the Indias are (M.Prabha et al,2013) Workers committee, Joint management councils, Joint councils ,,Unit councils, Plant councils, Shop councils, Worker’s representation in management board and Workers participation in capital Share(M.Prabha et al,2013).

Figure -2
Employee Involvement and Competitive Advantage



Source: Ujjwal Mishra et al, available at <http://www.slideshare.net/ujjmishra1/employee-involvement-28839988> Retrieved on 30.11.2015.

4.2 Benefits of employee involvement to the organization:

Employee involvement boosts the improved employee morale, enhanced reputation and reduced operating costs, particularly in relative to HR recruitment and crisis management to the organization.

4.3 Benefits to employees of the organization:

Employee involvement increases job satisfaction, workforce retention rates, positive work environment, employee engagement, development of skills, recognition and reward to the employee.

4.4 Causes of low employee involvement:

- Lack of job related education.
- Inability to involve Change
- Poor individual and team Relationship Development
- Inadequate Motivation
- Forgiveness on the part of the manager.

4.5 Method of involving employees in management:

- Involving Employees in the Planning Process
- Make a Team Effort
- Planned Communication
- Open-door policies
- Providing Leadership opportunities
- Dropping lead times
- Increasing Cross-functional relationship
- Employee feedback
- Suggestion and idea programs

Teamwork is considered as an effective way to reduce the organizational hierarchy and increase the employee involvement (Sofijanova et al., 2013).

4.6 Technique to improve the Employees Involvement in Management:

- Plan for economic incentives so employees at all levels of an organization can benefit.
- Offer meaningful feedback in a useful manner on a regular basis.
- Respect employees as individuals, in addition to the job they do.
- Provide the adequate training to employee and management.
- Provide genuinely needed support for employees.
- Plan for Performance Based Economic Incentives.
- Communicate clear goals and expectations to employees.
- Encourage open communication.
- Actively promote organizational effectiveness, reputation, values and ethics.
- Celebrate employees' financial and non financial achievements.

5. CONCLUSION:

To promote an environment of involvement, an organization needs strong systems and strategies that encourage and hold up involvement. Building an involved workforce is a long-term,

ongoing program. Because it requires a coordinated, constant effort from leaders, organizational systems, and individuals, it must be associated with the most organizational drivers.

The success of the organization depends upon its people. Employees represent a source of knowledge and ideas, but often times that a resource remains untouched. Involving employees in the management process, not only empowers them to contribute to the success of an organization, but also saves the company time and money, increased productivity and reduced outsourcing. In other words, Employee involvement leads to positive and economic operation of any organization and it is a strategic tool for organizational success.

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