

Influence of Employee Involvement and Organization Culture on Productivity: A Theoretical Concept

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ABSTRACT:

Human resource management is a process of bringing people and organizations together, so that the goals of each are met. HRM is basically concerned with human beings (employees), and tries to build and maintain cordial relations between people working at different levels in the organization; it tries to integrate human assets in the possible manner in the service of an organizations. Employee involvement can supplement strong corporate cultures to develop innovative organizations. It refers to work structures and process that allows the employees to systematically give their inputs in to decisions that affect their own work. This study indicates that effective employee involvement measured by the use of employee problem solving groups, co-operative interaction, and employee influence was a critical mediating mechanism between people oriented values and firm performance. These results suggest the complex challenge of developing a successful organization and guides for making an organization both value driven and production. Employee involvement is something that can be present that varying degrees within the organization and is reinforced leadership culture and environment.

Major innovations in production management& work organization have occurred in recent decades, including a greater involvement of employees in work places decisions. The study indicates that greater employee involvement has a positive impact on work place productivity and firm performance generally. This paper presents on qualitative assessment of this research with a focus on understanding how employee involvement can improve productivity. The paper also discusses the conditions that are necessary for sustaining and stimulating productivity enhancing work place innovation. The paper concludes that social arrangements that are more conducive that, to trust between management and employees and to mutual gains and leads to further organizational innovations and economic growth. This study also states that an environment in which people have an impact on decisions and actions that affect their jobs.

Key Words: - Employee involvement, Organization culture, Leadership, Productivity, Performance, Employee Empowerment.

Introduction

The success of any organization depends on its culture, as it is invisible power governing the organization. When the thinking and action of the employees are institutionalized, organizational culture takes birth. It continues to guide for a better achievement. The employees and other people of an organization enjoy the culture which is immortal and invisible. Organizational culture is its strong soul which makes its functions possible and lively. The organizational culture is viewed as the corporate image by the public. People are guided to decide what is right and what is wrong if the organizational culture is visualized. Organizational culture is the set of assumptions, beliefs, values and norms that are shared by an organization's members.

Organizational culture is need for motivating people. Now days, technology increasing day by day the culture becoming down. Without culture, organization cannot run successfully. Employee involvement highly influenced on organization culture. It gives positive attitude to the employees. Employee involvement is creating an environment, in which people have an impact on decisions and actions that affect their jobs.

Employee involvement has become a convenient catchall term to cover a variety of forms and organizational techniques. For instance, it encompasses such diverse forms as participative management, workplace democracy, representative participation, empowerment, quality circles, and employee ownership. Although each of these concepts have unique characteristics, they all have as a common core the idea that by allowing employees involvement in decisions that affect them and by increasing their work lives, they will become more motivated, more committed to the organization, and more satisfied with their jobs.

Employee Involvement

It is the process for empowering employees to participate in managerial decision making and improvement activities appropriate to their levels in the organizations.

Improvement of Employee Involvement

- Communicating & giving feedback
- Training employee to accept responsibility
- Giving Rewards & Recognition.

Implementation Procedure of Employee Involvement

- Team work
- Communication
- Quality improvement teams
- Process management team
- Corrective & preventive action system

Uses of employee involvement and organization culture

- Commitment to shared goals and objectives
- Motivated and energetic team members
- Open and honest communication
- Shared leadership
- Clear role assignment
- Climate of cooperation, collaboration, trust and accountability
- Recognition of conflict and its positive resolution.

Requirements/How to get Employee Involvement

In order for an employee involvement to be effective the three things need to be present:

1. Employees need to be given the authority to participate substantive decisions.

2. Employees need to have the appropriate decision making skills.
3. Incentives to participate (whether implicit or explicit) must be present.

Statement of the problem

During the times many companies came into existence. The competition also increased drastically when compared to the past times. The company's strategies also changed to meet the demands of the employees in the organization. Lot of jobs out sourced to India. Many MNCs have started opening their offices. This had resulted in competition to hire and retain talents. This has become a challenge. It's an employee's market; they should feel that they are working for a good company. Employee involvement and organization culture is important today.

Companies expect more quality productivity in a minimum period of time, technical and soft skills from the employees and ability to learn the changes in a short span of period. Companies should think differently to attract talents, rather than giving salary hike but the companies are mainly focus on employee empowerment and fringe benefits along with flexible work schedule.

Review of Literature

The special issue of the *German Journal of Human Resource Research* sets out to clarify the functioning of employee participation and involvement, paying attention to the explanatory power that the concept of corporate culture has for these phenomena.

The first paper, by *magnus sverke, jobnny hellgren, katharina naswall, sara goransson, and jan obrming*, examines the effects of participation. Generally employee participation and involvement is conceived to facilitate implementation of organizational change. Going beyond this research tradition the authors investigate whether participation may reduce the negative effects of downsizing. Employer participation and involvement is positively associated with

employee work attitudes. This paper provides further evidence for the importance of participation in diverse process of organizational change.

Erko martins, Alexander pundt, claes S.Hormann, and Friedemann W.Nerdinger introduce the concept of *organizational* culture of participation. A company has a culture of participation if it uses forms of employee participation and involvement permanently, intentionally and preferentially to solve opening and integration problems effectively and sustainably, thus facilitating the adaptation to altering environmental conditions.

Miller monge 1986; Wagner/Lepine 1999 meta-analytical studies show only modest influence of participative management on variables such as employee productivity, motivation, and job satisfaction. The most plausible interpretation of these findings is that participate management is beneficial only under the right conditions of organization culture.

Need for the study

With the huge changes and challenges in the business world, the companies are adopting many new strategies to face the challenges in this competitive world. Regular participation of employees in organization's deciding how their work is done, making suggestions for improvement, goal setting, planning and monitoring of their performance. Encouragement to employee involvement is based on the thinking that people involved in a process know it best, and on the observation that involved employees are more motivated to improve their performance.

Objectives

By participating and involving the employees in an organization the outcomes & benefits are:

- To increase employee productivity;
- To increase organizational decision making capability;
- To improve attitude regarding work;

- To reduce cost through elimination of waste and product cycle time; and
- To leads to employee empowerment, job satisfaction, creativity, commitment and motivation.

Scope of the study

The present study was aimed at studying various factors which will influence the organizational culture and employee involvement in the organization. This study gives a brief picture of culture prevailing in the organization. The study is dependent on the opinion expressed by the employees that are working in the organizations.

Hypothesis Testing

- Employee involvement has an impact on the performance of the company.
- Employee involvement has no impact on the performance of the company.
- There is no significant difference between the sex and their opinion on organization culture.
- Salary of employees and their opinion of organization culture are independent.

Research methodology

To achieve the objective of research a planned and strategic descriptive investigation is carried out. Descriptive study is helpful to know the proportion of people in a given population who have behaved in particular manner making projection of a certain thing or determining the relationship between two or more variables. Descriptive tends to be rigid and its approach cannot be changed now and then care should be taken only in the initial stages of planning and research otherwise data collected will be inadequate of the procedure used will be cumbersome and expensive. Descriptive method is adopted to study the Influence of employee involvement and organization culture conducted for the employees in the organization.

Research Design: It is descriptive in nature.

Data source: This study has been taken by secondary data source of method.

Secondary Data: This consists of the information that already exists somewhere, either in some Text books, websites, Journals/ Articles.

Conclusion

Employee involvement is possible when the employees are more comfort with their job satisfaction, fringe benefits, motivational factors, empowerment and also flexible work schedules. Employee involvement succeeds when the culture of the organization is open and receptive to change .an organizations culture is largely created through the efficient employees and their leadership traits and behaviors. Effective leadership is an empowered organization is highlighted by employees who are caring, honest and who exhibit dignity and respect for colleagues as partners in organization success. Employee involvement helps the organization who meets to resolve problems or offer suggestions for organizational improvements.

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