

EMPLOYEE INVOLVEMENT IN INDIAN PRIVATE SECTOR

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Abstract— The aim of this study was to determine the level of employee involvement and extent of teamwork effectiveness among employees working in the Indian companies. The study aimed also at examining the significant effect of employee empowerment on teamwork effectiveness. Furthermore, the study investigated the significant differences that may exist in employee involvement due to differences in age, marital status, and educational level. Work involvement management (WIM) contains many advantages. By its nature, Employee involvement requires an organization to articulate and assess its most basic activities and values. Work Involvement, instead of imposing a new program on an existing structure, has the potential to reconstruct an organization. Often, for employee participation or a labour-management partnership to work, such fundamental change is needed. Successful implementation of strategic goals requires the understanding and support of the people most often expected to carry out those goals—the employees

Keywords— *Employee involvement, Teamwork effectiveness, Indian industries, Human resource management. Communication, work environment, Job Content, Reward and Recognition.*

I. INTRODUCTION

Employee involvement means that every employee is regarded as a unique human being, not just a cog in a machine, and each employee is involved in helping the organization meet its goals. Each employee's input is solicited and valued by his/her management. Employees and management recognize that each employee is involved in running the business.

Over the years, worker unrest and agitations has rocked many organizations the world over and non-involvement of employees in the decision-making process has accounted for many of these. Decision-making in organizations has been the preserve of top management without the involvement of those on the lower rungs of the ladder of management, yet they are the very ones expected to see to the implementation of these decisions. Employee involvement or participation in decision-making is a concept that has not been widely understood and accepted by many as forming a very important part of human relations in organizations. The impression given by those who propose it is that it will eliminate conflicts and disagreements between the employees and management body when it comes to implementation and compliance since decisions are taken both in the interest of the employee and the organization as a whole (McGregor, 1960) Employee participation if practiced would ensure a favourable atmosphere for implementation would be created as staff would have a feeling of trust and a sense of belongingness and therefore take ownership of decisions and see to its successful implementation.

A. WORKERS INVOLVEMENT IN INDIA:

WIM in India entered the Indian scene in the year 1920, when Mahatma Gandhi had suggested Abstract: Programs for employee involvement in management decision-making have evolved through numerous stages. Many of these programs, once implemented, did not last. Employee Involvement, Work involvement management (WIM) contains many advantages. By its nature, Employee involvement requires an organization to articulate and assess its most basic activities and values. Work Involvement, instead of imposing a new program on an existing structure, has the potential to reconstruct an organization. Often, for employee participation or a labour-management partnership to work, such fundamental change is needed. Successful implementation of strategic goals requires the understanding and support of the people most often expected to carry out those goals—the employees.

Employee involvement is a process for empowering employees to participate in managerial decision-making and improvement activities appropriate to their levels in the organization. Since McGregor's Theory Y first brought to managers the



idea of a participative management style, employee involvement has taken many forms, including the job design approaches and special activities such as quality of work life (QWL) programs. The Japanese have always recognized this and it is one of the reasons for their success in world markets – they place tremendous value on the integration of people with organizational objectives, equipment and processes. The employees force the organizations to address three key issues; communication, involvement and development. In fact the three issues can be used as a measure of an organization's maturity in the employment relationship. Here, we are going to address the issue of involvement and its relationships. Many people confuse communication systems such as team briefings with involvement. Involvement however is more than just the exchange of information. It is the gradual but radical delegation of control to those closest to the process itself. Self-managed teams, cell-based manufacture, autonomous work groups, high performance work systems, are all examples of true involvement.

Organizations that seek to take full advantage of their employees' talents and abilities and make best use of everyone's time, it just make more sense for those who best understand a particular problem or improvement opportunity to make decisions to deal with those. Allowing that to happen, of course, means that everyone has a clear sense of the organization's processes and mission and how their work fits in with that of others to execute processes and to achieve that mission.

Based on the various schemes introduced between 1975 and 1977, the Government of India during the year 1983 formulated a comprehensive scheme for WIM in central public sector undertakings.

The various forms of WIM currently prevalent in the country are:

- Workers committee.
- Joint management councils.
- Joint councils Unit councils.
- Plant councils.
- Shop councils.
- Worker's representation in management board.
- Workers participation in capital Share.

The main features of the above- mentioned councils include that every division or zone with or more people shall have a joint council and the number of councils in the joint council will depend on factors such as types of services, in consultation with the recognized union. The members are to be actually engaged in the said region and will have a term of two years. In the event of mid-term vacation the casual vacancy can be filled by nomination. The council will be headed by the CEO or regional head of the organization. It will have a secretary, who would assist in day-to-day activities such as preparation of agenda and minutes when deemed necessary of alternately at least once in a quarter. The decisions are to be taken by the council on consensus basis only. The joint council would be used for resolving issues, unit level matter, skill development of employees, improving working conditions, the suggestion of workers, and through awards.

Acquiring skilled workforce is just not enough in today's changing economy like ours instead a lot needs to be done to retain, involve and make them committed to the organization and its goals. Thus, engagement is a state where an individual is not only intellectually committed but has great emotional attachment with his/her job that goes above and beyond the call of duty so as to further the interest of the company. Indian private companies are not only providing their employees a great infrastructure and other facilities but also freedom to make their work exciting and also are providing them an environment wherein they can say good-bye to a monotonous work. The company focuses on retention as an outcome of three HR focus areas - employee motivation, career growth and remuneration and compensation. Thus working in a safe and cooperative environment adds to the engagement level of an employee.

II. OBJECTIVES OF THE STUDY

To study the employee involvement in work with respect to private companies in India. To know the relationship between the employee involvement and their performance at work. To identify the factors that enhances the employee involvement.



A. *Scope of the Study*

The Present study has been undertaken to know the extent of employees' involvement in Indian private companies. To find the measures that is taken to enhance the employee involvement and to improve the performances. The study can be used to bring out the solution for the problem faced by the employees at work and which affects their performance. Through the study the company would be able to know the satisfactory level of employee.

B. *Source of data:*

Secondary data collected from the various websites namely www. frontline learning. <http://www.citehr.com>
<http://www.theglobaljournals.com>.

III. REVIEW OF LITERATURE

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IV. CONCLUSION

Employee involvement is based upon the recognition that the success of any organization is determined to a significant extent by the contribution of its employees. Employee involvement programmers therefore seek to facilitate the involvement of employees in the company. If one were to analyze the work patterns, nothing much separates' one individual from another, and an employee is as good or as bad as the opportunity and the environment he gets to work. A conducive work environment, where every individual employee is seen as a leader, actually helps to build better organization. Today most of the organizations have realized that the satisfy employee is not necessarily the best employee in terms of loyalty and productivity. It is an engaged employee who is intellectually and emotionally bound with the organization, feels passionately about its goals and is committed towards its values. KCL conducts such activities to engage or involve its employee and provides a good work environment so that its people can be happy and most important satisfier. People get equal chance to participate in the activities. They are involved in the activates other than work. A comfortable work environment is there where every employee feels comfortable.

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