2. **INTRODUCTION TO EMPLOYEE INVOLVEMENT**

2.1 **MEANING AND DEFINITION**

Employee Involvement is demarcated as a participative process that uses the whole limit of employees and is intended to empower expanded dedication to the organizations victory.

Employee Involvement implies that each employee is viewed as a unique human being, not simply a gear in a machine, and every employee is included in assisting the organization meet its objectives. Every employee's input is requested and esteemed by his/her management. Employees and management recognize that every employee is included in running the business.

Employee involvement is a methodology for empowering employees to take part in managerial decision making and change exercises suitable to their levels in the organization. Since McGregor's Theory Y first brought to managers the thought of a participative management style, employee involvement has taken numerous shapes, incorporating the job design approaches and unique exercises, for example quality of work life (QWL) programs.

Employee involvement exists in organizations that purposefully establish work cultures, frameworks and methods to energize and make utilization of employee input and reaction. Involving employees progressively in decision making has become increasingly common in early 21st century organizations as companies see profits in keeping employees at all levels energetically occupied with core activities.

A teacher once he acknowledges teaching as a profession can't make bargains with life on the grounds that he needs to understand that he is playing with the future of the country. Despite the fact that the mastery of subjects and communication skills do empower a teacher to be effective in his educating, his essential role is to build character. Teacher ought to be the living epitome of all human qualities. It is the teacher who can lead the children from darkness to light, from untruth to truth.
Teachers in this way need the right sort of value orientation and need to be completely involved in the teaching profession. Employee Involvement includes regular participation of employees in choosing how their work is finished, making recommendations for development, objective setting, planning, and screening of their performance. Encouragement to employee involvement is in light of the reasoning that individuals involved in a procedure know it best and on the perception that involved b employees are more motivated.

2.2 THE KEY ISSUES INVOLVED IN THE EMPLOYEE INVOLVEMENT PROCESS

- Increasing their self-sufficiency and control over their work life.
- Introducing a flat structure with adaptable rules and regulations inside the unit.
- Opportunity to communicate with clients and get sufficient criticism straight from them observing their work.
- Involving workers in those choices that influence them.

2.3 THE VARIOUS TYPES OF EMPLOYMENT INVOLVEMENT PROGRAMS

(i) **Quality Circle**: It implies a work group of employees, who meet consistently to talk about their quality issues, examine causes, propose results and take remedial movements. The QC members assume control over the authority regarding taking care of quality problems and they create and assess their own particular reaction. By and large, management regularly holds control over the last choice observing execution of suggested results. QC concept incorporates instructing partaking employees bunch conveyance aptitudes, different quality methodologies, and estimation and issue examination. The framing of QC is more inclined to positively influence productivity.
(ii) **Workers Participation in Management**: It is a procedure in which workers offer a critical level of choice making power with their prompt managers. It pushes elevated amount of morale and productivity inside the organization. More participation might be evoked from the employees by furnishing a few facilities, for example giving sufficient time to take part, issues must be relevant to their interest, and employees must have the capability (knowledge, technical knowledge, communication skills) to participate and conducive work culture supporting employee involvement. Establishing suitable prize framework, making adaptable natural organizational structure with additional adaptability will help significantly enhance participative decision-making.

(iii) **Employee Share Ownership Plans**: It implies association created profit plans in which employee acquire shares as a major aspect of their profits.

### 2.4 THE ADVANTAGES OF EMPLOYEE INVOLVEMENT

**Upgraded Morale**

Including employees in choices and strategy updates that straight impact their job, while enabling employees to be more self-governing, essentially upgrades spirit in question. The focus when employees are treated as a possession and their information is given considered, conviction additions around every gathering part, and the organization sees essential augmentations in unique offers, for instance profit and loyalty. Also, enhanced assurance can expand employee life compass with the organization. The more amplified the employee is joined with the organization, the more encountered they get, making them coaches to new employees and key to managerial staff.

**Employee Commitment**

A major pardon for why employee contribution has advanced is in light of the way that it has been shown to construct employee duty to their conglomerations. By including employees energetically in choice making, affiliation pioneers affirm the nature of their employees. Employees more typically development deeper responsibilities to organizational and
departmental goals when they help set them and are included in fulfilling them by offering enter and settling on decisions that impact triumph.

**Expanded Productivity**

Employee contribution deciphers straightforwardly into expanded benefit. Employees with a hypothesis in the organizations best speculation extension their part in the organization, developing a stronger hard working attitude. The focus when employees are given independence and expected that will be more autonomous, they come to be more viable as time goes ahead, as they decipher how to run their commitments with irrelevant impedance or depending less on managerial staff for bearing. This allows managerial staff more of an opportunity to head off to commitments other than offering assignments to subordinates and decreases micromanagement, which prevents profit.

**Better Ideas**

Clients in like manner benefit when organizations search for employee inputs. Bleeding edge employees that interface straightforwardly with customers or clients consistently have more learning into customer concerns and response. The point when organization pioneers make an environment that sways employees to impart plans and to get included in choices, they regularly get more educated views as to what clients need. The focus when top supervisors settle on all fundamental decisions on their own without employee association, their arrangements are compelled to their recognition and past experiences.

**2.5 THE DISADVANTAGES OF EMPLOYEE INVOLVEMENT**

**Correspondence Complexity**

More lines of correspondence and the potential for conflicting choice making are impediments with employee involvement frameworks. The point when more employees have data and choice making capacity, more correspondence is fundamental to settle on sure that choices are dependable over the organization. This consistency is basic to mark distinction and consistency. Managers might have some major difficulty checking choices and exercises with
employee involvement to ensure against negative outcomes and to confine the potential for disarray.

Manager-Employee Boundary
One potential test of supporting employee involvement is the hazard that the line of distinction between the management level and employee level gets obscured. In spite of the fact that managers may esteem employee involvement, a disciplined structure with clear reporting lines has long been basic to steadiness in organizations. Permitting employees to share ideas and make decisions without having them push the envelope and attempt to undertake obligations that are set aside for management levels is a justifiable threat.

2.6 EMPLOYEE INVOLVEMENT METHODS FOR IMPROVING PERFORMANCE & WORK ATTITUDES
Employees working closely in a small business can effortlessly influence the performance and attitudes of their co-workers. As you develop your business, captivate employees in assisting create objectives, drives and techniques to construct a positive environment. You'll build a more productive work environment when you captivate your staff in decision making.

Give Them Autonomy
The primary explanation for why individuals head off to work is to gain a living. Still, generally workers likewise search for a satisfaction in their occupations – a boulevard to have an effect and to feel beneficial. Enabled employees who take advantage of their ability to tackle issues, execute results and advance their abilities have a tendency to be more satisfied with their work than the individuals who have no part in the choice making methodology. Give employees the flexibility and power to settle on and catch up on choices without micromanaging them. This will help enhance your employees' attitudes to their occupations. It additionally will free you up to do the incalculable different undertakings on your plate as a small entrepreneur.
**Reward Success**

Employees become more involved in efficacious results when they know they will share in the rewards. Notwithstanding paying a reasonable pay, establish incentives for inventive thoughts and efforts that lead to increased business. This will show employees that you appreciate them and recognize their involvement in your business. It also boosts morale and motivates your staff to continue a high level of productivity and creativity.

**Permit Flexibility**

Employees who can arrange their work agendas are more occupied with the outcomes. Let your workers make their own particular agendas with due dates dependent upon the objectives you've imparted to them. Give employees the adaptability to work out their calendars so they can deal with family obligations, enjoy an active social life and pursue their hobbies. As a small entrepreneur, you have the chance to create a results-oriented workplace since you don't need to reply to a corporate chain of importance. Flexible scheduling is one way to improve employee retention, which implies you won't have to invest a ton of time and resources constantly trading and training new employees.

**Keep Them Updated**

Employees who feel positive about their employments can offer you extra mental aptitude, excitement and help. Your staff feels captivated when you work transparently and keep them side by side of what's going on in the business. As much as possible, let your staffs know your company's financial situation, when you get an enormous contract, and how their work contributes to the success of the business. As a small entrepreneur, it pays to develop a culture of transparency that can continue as you develop and extend.

### 2.7 FACILITATING EMPLOYEE INVOLVEMENT

Employee Involvement implies that each employee is involved in the accomplishment of organizational objectives. It implies that employees’ input is requested and esteemed by the management and it is felt that management and employee are together running the business. It
presupposes recognizing the worth of every single employee, understanding human motivation, allocating individuals to positions in which they might be efficacious, and listening to employees.

i. **Listening**: Listening is one of the most effective tools managers can use to advertise employee involvement. It assists the speaker feel that the individual listening needs to grasp what speaker needs to say. It encourages individuals to open up, and to get included. Most effective technique for listening is -

- **To listen**: One might as well listen painstakingly when other one is talking and ought not to talk unless given a chance.

- **To ask questions**: Ask open ended questions which needs replying in more than "yes" or 'no'. Asking questions helps in understanding the entire thing. Ask question every now and then when employees are demonstrating their thoughts for enhancing an operation to guarantee that you grasp what they are stating.

- **To take notes**: Taking notes is an additional critical thing as it will assist the audience in scribbling down the important point of continuous use. It retains and reinforces commitment to fully understand what the employee has to say.

- **To summarize**: Whatever listened ought to be summarized to accumulate the essential explanation for discussion. It further fortifies to the employee that management is conferred to listening to what the employee needs to say.

ii. **Suggestion programmes**: It incorporates welcoming inferences through proposal boxes and structures, with occasional study of the proposals and reaction to the people making the recommendations. Various organizations have similarly incentivized the methodology in the sort of money prize along these lines onto the employee offering and getting sanction requires decrease or quality control prescription.
iii. Feedback: It is not fundamental that all suggestions are implemented yet all ought to be replied. Correspondingly is the feedback for listening, if the management is not giving any criticism after listening then it is better not to listen whatsoever. An employee must realize what the implication of his recommendation is.

Successful employee involvement and participation is done at all level of the organizations. Self-sufficient work groups, self-managing teams, job enrichment schemes and work restructuring, quality circles, quality improvement teams, manufacturing cells and so forth are some of its samples. This methodology is dependent upon four standards:

- **Democracy**: Employee might as well wherever possible, manage themselves by getting involved in the decision making that influences their work and acknowledge incredible avocation in the work of the organisation.

- **Equity**: Employees ought to be repaid comparably with their commitment to the worth of service or product.

- **Security**: Employee ought to be free from fear and anxiety concerning health and safety, income and future employment.

- **Individualization**: Employee might as well have most extreme self-governance in confirming the cadence of their work and in planning how it ought to be finished.

Techniques that can lead to immediate participation and employee involvement are:

I. **Job Rotation**: Here employees move from one job to another and perform all or the majority of the errands included in a procedure. It needs initial and refresher training, clear methodology and working directions. Despite the fact that Job Rotation, Job Enrichment, Job Enlargement can give a few profits however the reorganization of the Whole work environment through and through is much more successful and durable in the type of restructuring as autonomous work group.

II. **Job Enrichment**: If you need to motivate or involve individuals in their work involve assignment assortment, task Significance, self-rule in the employment and a feedback
mechanism, this is job enrichment.

III. **Job Enlargement**: This may incorporate various above attributes but tends to emphasize task variety, i.e. including the number of activities in which an individual work is involved.

**Autonomous work group**: A key characteristic of Autonomous work group is that they provide a high level of self-determination to employees in the management of their everyday work. Normally, this includes group control over the pace of work distribution and encouraging subordinates to be autonomous in the training and resorting of the members.

Issues Associated with autonomous work group: Regardless of the way that autonomous work group has numerous valuable results, number of issues and troubles are connected with their usage. The following are the potential problem areas:

i. Difficulties connected with the consequent changing roles of management and workers associated by their interventions.

ii. Problems of planning and reproducing training programme to help diverse mixture of work adaptation ventures.

iii. Coping with the fears of first-line supervision and middle management.

iv. Dealing with the resistance of the union which might feel that some of these methodologies undermine to influence the amount of work and managing levels. This is a lot reliant upon the aptitudes of management, positive work environment and the chance of redeploying overabundance personnel.

v. Increasing expenses throughout the starting initial phase of this interaction.

vi. Organisation might need to pay progressively for workers assuming increased responsibility. This will accelerate expanded involvement and reliability.

These conditions are critical guidelines in planning and improving courses of action, which empower employee involvement and work sharing.