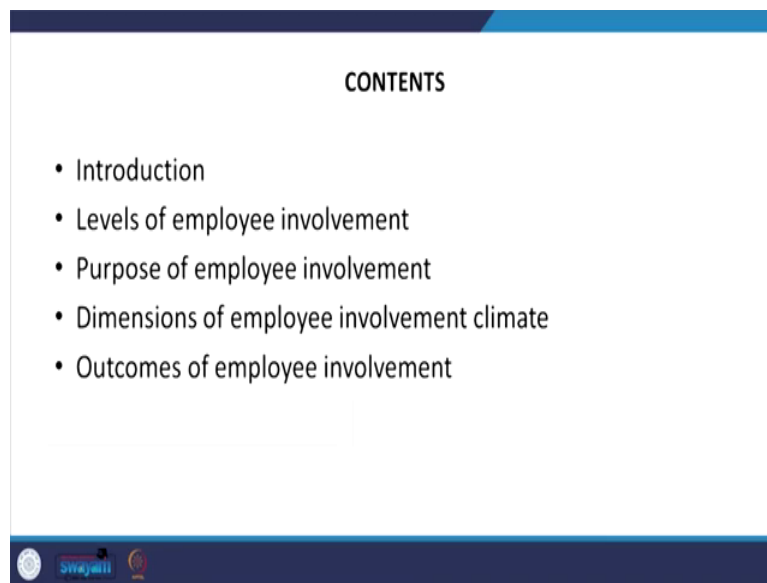


Managerial Skills for Interpersonal Dynamics
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Lecture 36
Employee Involvement

In this session I will discuss the another dimension into the interpersonal dynamics and that is about the employee involvement.

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I will be discussing the introduction, levels of employee involvement, purpose of employee involvement, dimensions of employee involvement climate, outcomes of the employee involvement. So, when a participative process that uses the input of employees in the last session I have talked about that is when you are having the theory Y if we talk about the Mc Gregor's theory and in the theory Y we talked about the, there are the Y type of the employees are there, those who are capable willing to do the job.

So, that uses the input of employees, so what method is to be used the method is to be, is to be used is the participative method and that input of employees to increase their commitment to the organization success. So, always so here you we will find that is a first is that is the participative, unless and until there is no participative then in that case it will be becoming an important that is a participative step has been there.

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INTRODUCTION

A participative process that uses the input of employees to increase their commitment to the organization's success.

The direct participation of staff to help an organization fulfill its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions.

Regular participation of employee in deciding how work is done, making suggestion for improvement, goal setting, planning and monitoring of their performance.

So, for the participative step here we will talk about the how these participative steps are becoming a process that, that is a basic, basic requirement for the input of employees. And why it is so that is organization success. So, if we want to really to increase the input of employees and their commitment to the organization success. Then definitely it will not be the autocratic style leadership. Rather than it is a participative process is there.

But we will find that every organization is not able to do so. The reason being gives that is the classification of employees when we are classifying them into X and Y and our believe is that is our most of the employees are the theory Y then definitely this participative process that will work.

But if the misperception that all out employee are theory X which is not possible that is why I am saying it is a misperception, all employees cannot be the theory X but if that is the perception then there will be no participative process, but if you want to increase the input of employees and their commitment to the organization success, we have to be into the participative process.

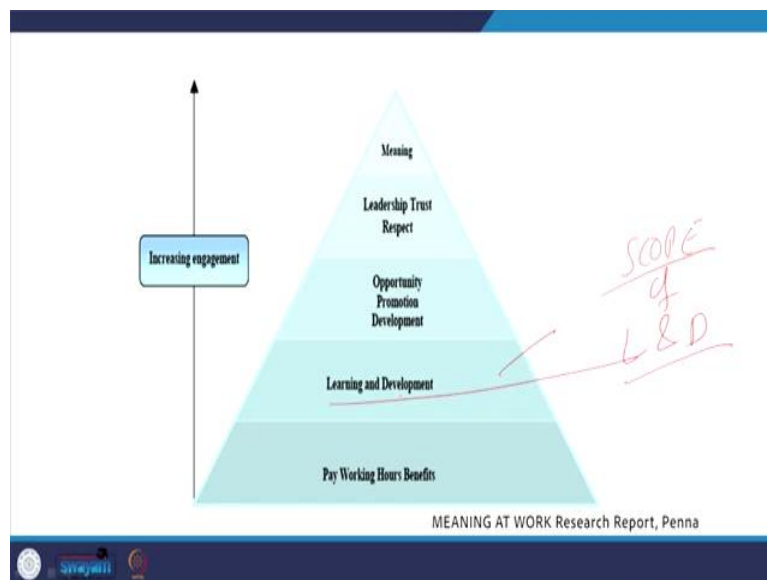
Now, the direct participation of staff to help an organization fulfill its mission and meets its objectives by applying their own ideas initiatives means now you see that is the we are talking about the initiatives by the employees, if they are able to initiate their own ideas expertise and efforts towards solving problems and making decisions.

Then definitely in that case the organization will grow and a good culture a climate at the work place will be there. But here the direct participation of this job by themselves that will depend on their willingness to do motivation level. So, regular participation of employee in deciding how work is done making suggestion for the improvement goal setting, planning and monitoring of their performance.

So, this employee involvement why it is important? It is important to getting the work done making suggestion for the improvement. So, therefore every organization is always having the scope of improvement and that scope of improvement will come only through that is the, your intensity, your direction, your participation a positive participation and then there inputs and commitment that will making the organization to attend their goal.

So, goals less setting will bet there proper planning will be there and monitoring of their performance will be there. So, even if somebody wants to do the good job but if he is not able to deliver then this type of the planning and monitoring they are becoming very very crucial in dimensions. So, this planning and the monitoring that is becoming a very very important in the case whenever we are talking about the going for this particular dimensions of the organizational success.

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Now, here we will talk about the increasing engagement, employee engagement. Basically the employee engagement that concept has been given by the Schaufeli and it has been talked that is employee engagement of work engagement is that is the, that depends on the vigor, absorption and dedication.

What type of the vigor do you have and then the what type of the absorption do you have, if you are having the proper vigor energy you are having the right approach to absorb the culture and climate of the surrounding and then you have 100 percent dedication to work, then definitely your engagement will be much much better. And especially in Indian context.

So, therefore in that case whenever we are talking about the increasing the engagement the first and foremost is your working hours and then that pay working hour benefit hour benefit that is becoming a very very important. Now, here I would like to take an example an industry was giving the overtime, so when we pay working hours benefits are there many times we are giving the money for the extra work and that is the overtime and double the rate what normally they get the at their work.

But it is having its own consequences, many supervisors they feel that is the when they will increase the pay working hours relationship will be smooth but it is not so, in one PSU it has been observed that is the overtime was much more than the salary of their supervisors, and as a result of which their income capacity was higher than their supervisors.

And what will be the impact on the interpersonal relationship of this, naturally when subordinates will come to know that his salary is higher than his superior then the... subordinate that they will not be that discipline. But so because in the organization policy itself that is the subordinates are getting the higher than the superiors and as a result of which we will find that is this catastrophe that will lead to the disaster.

So, therefore in that case it becomes very very important that is the pay working hours benefits and then the interpersonal relationship it is to be balanced, if it is not balanced then it will be very difficult that is the how you are working on this pay working benefits are there. Second is L and D, nowadays training and development department is called the L and D is there, for L and D learning and development it becomes very very important that you are able to understand the scope, scope of L and D learning and development.

The scope of learning and development if it will define and what it will define on the feedback, it will define on the performance appraisal, it will depend on the one to one discussion by knowing where you want to improve upon and therefore in that case that learning and development is there.

So, if you want to have a good organizational climate and culture then definitely you should keep a culture of the training and development, more you have the trainings specially the behaviours and trainings if you are having the behavioural science training in your organizations and then you make investment in that. So, you have employees that will become competent.

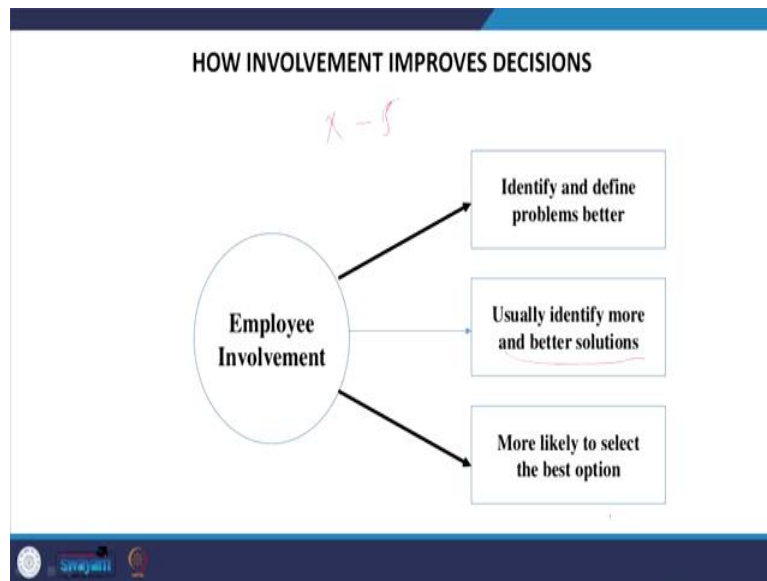
Many organization do not provide the training by understanding that is the if we will provide these learning and development programs then the employees may leave, even if you will not provide the program the employees those who are supposed to leave they will leave, but by the time they do not leave they will be any liability for the organization.

So, therefore the organization should take care that is the whenever they want to go this type of these learning and development programs, those learning and development programs they should have to create a proper, proper analysis and matching, otherwise many organizations they create a learning and development programs, without interest of the employee.

It is only organizational interest. So, any turning program which is forcefully then it will not give the expected results. To get the expected results the willingness of learners is very very important. Then opportunity promotion development, so therefore it will be an opportunity it will not be the guarantee it will be opportunity that is there will be the promotion and development will be there.

Leadership trust and respect and therefore in that case the for the increasing the engagement the employees leadership trust and respect has to their and then which will be the meaningful work at the work job. So, if you want with the meaningful work at the work place then we have to consider the pay is relevant the learning and development techniques and tools the opportunity promotion development, leadership trust respect and there is a meaning then definitely you will be able to increase their involvement.

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When you are talking about the employee involvement identify and define the problems better. So, why. Why employees not involved so it can be mismatch of job and personality it can be that is the person is lacking into knowledge and skills or third is very dangerous that is the person is not willing to work at all.

So, therefore in that case it becomes important that is the, we are able to identify and define the problems better. And... like low productivity are the absenteeism, so low productivity in absenteeism are not the problems they are the symptoms of the problem. We have to understand why there is a low productivity and of there is a low productivity we have to identify the factors and when we identify the factors that will be the problem may be men problem, machinery problem, material problem, money problem, methods problem.

So, it is always better that is we identify and define the problems better we understand the problems better. Now, whenever there is a problem then we will try to identify the solutions and then may be n number of solution, may be suppose for a particular problem there are five solutions and you know that is the if you want to make the solution to the problems then whatever the problem solution you suggest the employees have to incorporate those suggestions.

So, here that is the, if there are number of alternatives are there related to the man, machine, material, money, method, minutes. So, whatever the problem is there then we have to focus

more on the solutions to this particular problem and if we are having that solutions to the problem then definitely we will be able to cope up that particular problem.

And when we see that is the employee involvement is because of the personal reasons either his behavioural reasons or may be his professional performance reasons. So, out of these two whether it is a personal behaviour problem or it is the professional problem is there, we have to identify more and better solutions.

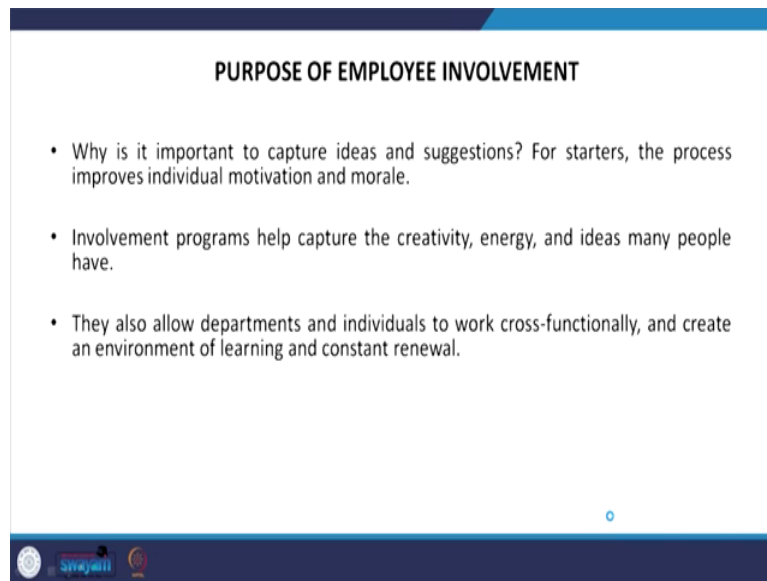
It is not like this that is the employee is not able to perform which asks him to stop our working and go away, no. That, that will not be right strategy then the organization will never develop, to develop the organization is important that is their people develop and to develop the people when you identifying the right problem and then they will be having the better solutions.

And what will be the better solutions? The better solutions will be depending upon the organizational culture and practises. Then more likely to select the best option this is the same when we are talking about the how involvement improves the decisions and this is the same which we are talked about in the planning.

In the planning we go for the goal we identify the alternatives, compare the alternatives, select the best alternatives and do the job. So, therefore here in employee involvement also we identify and define problems better, usually identify more and better solutions. And then more likely to select the best option. It will understood that is it is not from the one source but it is from the multiple source.

So, therefore it is rightly mentioned more likely to select the best origin. To select the best origin and a options for this particular problem when you go into the depth to understand the origin and then giving the best option then definitely you will be able to get the more and more employee involvement.

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So, like when we are talking about the best organizations the great work place, so therefore they are able to capture the suggestions of employee and employee should feel motivated to give their suggestions, otherwise they will not having the full involvement in the organization they will come they will do their jobs and they will go away.

So, we will if we able to use that hands but we will not be able to use their brains, so therefore in that case if you want to really want to use of their brains. So, capture the ideas and suggestions, for starters the process improves individual motivation and moral. Naturally if the person is not experience so his motivation will becoming a very very important aspect and the process improves the individual motivation and moral will be there.

Involvement programs help capture the creativity because when you are talking about the solutions, solutions to the problems the solutions to the problems will come through the creativity, it will be full of energy and number of ideas many people have. So, therefore when you are involving people so then... as soon as you involve the people at your work place you will capture the creativity.

And when you capture the creativity, definitely there will be more energetic and they create the more ideas. So, at work place we have to keep a very cordial environment climate and in which the employees are involved. They also allow departments and individuals to work cross functionally.

So, therefore we have to work and think of that is the department and individuals they are working on the cross functional basis and create an environment of learning and constant renewal. So, that environment of learning and constant of renewal that learning, learning organization and learning organization will be only possible when your employees are involved.

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DIMENSIONS OF EMPLOYEE INVOLVEMENT CLIMATE

- **Perceived Participative Decision Making:** Participative decision making is the perception among employees that they have control over or say in decisions that affect their work.
- **Information sharing:** Information sharing exists when employees perceive that information about the organization, its goals, and its plans are shared with them. Employees in an employee involvement climate perceive that incentives link their behaviors to outcomes within the organization.

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Dimensions of employee involvement climate. Perceived participative decisions making, so therefore that creation of that particular climate in that is the employees are involved and that will be depend on the participative decisions making is the perception among employees that they have control over us say in decisions that affect their work, and therefore in that case whenever at any decisions is taken and employees are involved, their opinions are taken. Not necessarily you follow their opinions, but when you are taking and observing their contribution then definitely they might be the something which you may like to incorporate.

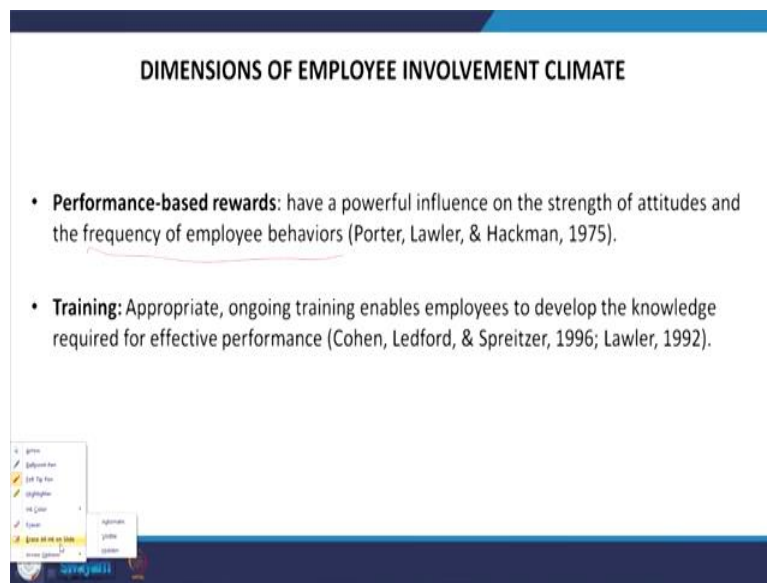
Information sharing, information sharing exist when employees perceived that information about the organization it goals and its plans are shared with them, many organizations they have very professional orientation program and when they have the orientation program they talk about that is the how they are going to have expectation from their employees.

And therefore the perception of the employees is also very clear that is what is the organization is looking for. So, its goals and the information about the organization then that will make it clear or shared with them. Employees in an employee involvement climate

perceive that the incentives link their behaviours to conduct outcome within the organizations.

So, therefore it becomes very very important that is the in the employee involvement climate... what we perceive that is the incentives have to be linked with their behaviour to outcome within the organization. And if you are able to make the behaviour the outcome to the organization then there will be successful.

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So, the lot of research have been done on this dimensions of the employee involvement climate. And in employee involvement climate there are the different dimensions are there, in different dimensions it is the performance based rewards are there, in performance based rewards we will find have a powerful influence on the strength of attitudes and the frequency of employee behaviours.

So, naturally whenever we are talking about the performance based rewards then we are having a powerful influence, a powerful influence on the strength of attitude. So, we will have that is the but we have to be very careful here the because whenever we are talking about the rewards and rewards can be the monitory and non-monitory is there, and when they are the monitory rewards are there then definitely it may change the attitude of employees.

So, if it is known that is the organization is very high pay master, but it is not high pay master without making the performance then in that case the people will be having the selective

perception and for the selective perception their attitude may be having the this perception then there will be the monetary rewards will be there.

So, when we talk about the reinforcement of behaviour, reinforcements of behaviour through monetary rewards. So, it will be alarming, because whenever we are talking about the performances based on the monetary rewards and the frequency of employee behaviour that frequency of employee behaviour will be repeated to earn that monetary rewards is there.

And the danger is you may lose the quality, and therefore once if it is develop and in developed and then working in the organization on the performance based reward system and therefore now looking for the monetary rewards and if organization does not provide the monetary rewards performances will go down.

So, organizations have to be very very careful, that is the what the of the rewards they are designing for the involvement of the people and in the involvement of the people it should be mixed. Training, training is a non-monetary reward, appropriate outgoing training enables employees to develop the knowledge required for effective performance.

So, on the job training that is making employees to develop the knowledge for the effective performance and therefore we are keep on giving them that particular training and knowledge and skill is there, how here as I mention that is when you are giving the training to the employee there are the chances that employees turnover may increase.

But one should not stop the providing the training because... because rest of the climate and culture at the work place is so good, so people because of just for money they will not change and they will continue in the work place by developing the knowledge for the effective performance.

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RELATION AMONG DIMENSIONS

- Power without knowledge, information, and rewards is likely to lead to poor decisions.
- Information and knowledge without power leads to frustration because people cannot use their expertise.
- Rewards for organizational performance without power, knowledge, and information can lead to frustration and lack of motivation because people cannot influence their rewards.
- Information, knowledge, and power without rewards for organizational performance are dangerous because nothing will ensure that people will exercise their power in ways that will contribute to organizational effectiveness (p. 42 Lawler 1986).

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So, relation among the dimensions. So, when we talk about these two dimensions that is the performance based rewards and training and here when we are talking about that is the how we are going to be... making the relationship between the monetary rewards and non-monetary rewards performance based rewards and the training rewards we will find that is the power without knowledge information and rewards is likely to lead the poor decisions.

So, please we have to be very careful in designing the rewards because when we are talking about the designing the rewards that is the knowledge about that particular business and the that... information and that is very much important, and if you are having that knowledge information and rewards then definitely you will be able to take a better decisions otherwise lack of knowledge and with information and rewards are the... you have power but no information no rewards are there, then that will be lead to the poor decisions.

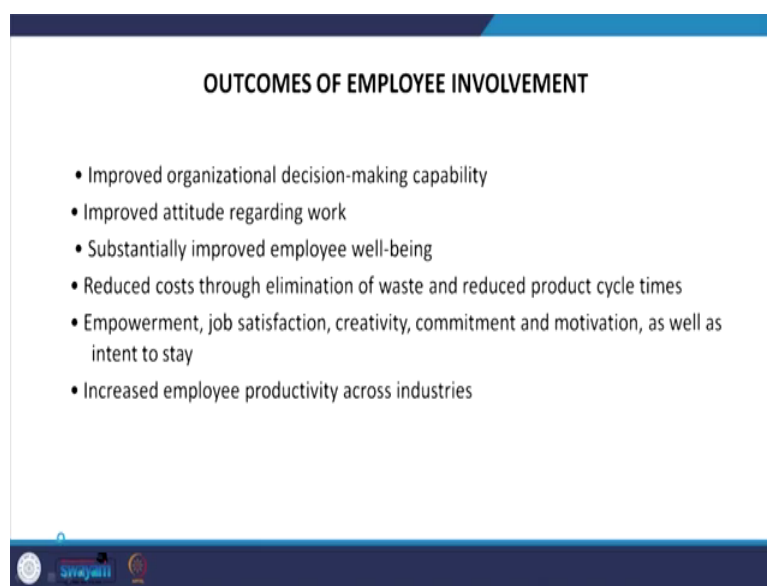
Information and knowledge without power leads to frustration because people cannot use their expertise and to use their expertise information they are becoming the not able to go for this type these performances unless and until they are leading to making their expertise. To making their expertise it becomes very important that is they are having the proper the information and knowledge.

Rewards for organizational performance without power knowledge and information can lead to frustration and lack of motivation also because people cannot influence their rewards and then the next point is that is the if they are lacking their rewards... they will lacking of their

motivation because if there is no proper relationship between the performance based rewards and the training programs.

Information, knowledge and power without rewards for organization performance are dangerous because nothing will ensure that people will exercise their power in the ways they contribute to the organizational effectiveness. So, unless and until there is no proper information, knowledge and power then organization will not be may able to contribute and will not be have the high level of organizational effectiveness.

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So, finally we talk about the outcomes of the employee involvement, the outcomes of the employee involvement are the, improved organizational decision making capability. If you are involving more and more people either by giving them the rewards or giving by them the training either by the monetary support or by the non-monetary support, either only by the recognition or by providing the knowledge and skill and information to the employees and definitely then you are increasing.

When you are increasing the decision making capability of an individual you are increasing the decision making capability of the overall organization also. So, when the number of employees having increase the decision making capability organization decision making capability has to be at par. Improved attitude regarding work.

So, therefore it is not only that is the their engagement or involvement is without improving their work but yes they are not only involved but they are also improving their attitude

regarding work and therefore they have positive attitude now and they want to do more, they want to learn more and they want to develop the level of work from the one stage to the another stage.

Substantially improved employee wellbeing so naturally the happiness, happiness and wellbeing that is a satisfaction of the employees that will also increase and therefore in that case when they will be happy because of their involvement they are giving the knowledge, information and power they are executing they are getting the acceptance among the... different groups of organization then definitely the employee wellbeing will also increase.

Reduce cost through elimination of waste and reduce product cycle times which is nowadays becoming very very important, so waste management in the waste management because the more employees are involved they are highly concern, highly motivated at the work place, so they will reduce the cost by the managing the waste management is there.

Empowerment, job satisfaction, creativity, commitment and motivation as well as the intent to stay. So, therefore in that case whenever we are talking about the employee involvement is there we are making them the empower. So, when you are empowering the others definitely they are taking the ownership and their OCB Organizational Citizenship Behaviour that will also increase.

Simultaneously, their job satisfaction we have talked in the last sessions that is about the dissatisfaction no dissatisfaction and job satisfaction and the employees will move from the no dissatisfaction to the satisfaction and therefore in that case it will be becoming the more and more job satisfaction will be there.

When we are making them involvement and empower them to take the decisions so that the problems or organizations can solve so we will see the there is more creativity is there and this more creativity at the work place while working at the work... in the organization only so therefore their commitment A motivation that will be also will be increasing.

Therefore, when we are talking about the employee involvement, so in employee involvement it becomes that is the empowering them... enhancing the job satisfaction of employees creating the creativity because you are empowering them to identify the solutions, solution to the problems and the every employee will come out with the beautiful solution to the problem and then there will be the high commitment and motivation.

Because as soon as you involve, so therefore that feeling of the... this is mine for place this is my organization and not only my, this is our organization and that feeling of the, our organization that will motivate the employees as well as the intent to stay. And the last point is that is about the increased employee productivity across industries.

So, when you are creating that performance based climate and when you are increasing the happiness in that sub organization by involving the employees, giving them the rewards, giving them the training, developing competence knowledge and skills, making them happy by giving substantial improvement then definitely because of this empowerment job satisfaction and their rewards system will create a high level of the commitment and motivation at the work place so overall productivity of the organization will also increase.

So, this is all about the employee involvement and making the employer employee relationship stronger, thank you.