

WORK VALUES AND EMPLOYEE INVOLVEMENT

A. K. L. Jayawardana

ABSTRACT

Employee involvement can be viewed from two dimensions: the employee desire for participation and the organisation's readiness to restructure the jobs so that they become meaningful to the employees who desire participation. This paper is based on a study of 13 work values of 90 shop floor employees working in two groups, one autonomous and the other on a hierarchical model. The study showed that the quantity and quality of work of the autonomous group was higher than that of the group on the hierarchical model. Greater employee involvement and commitment, and therefore, increased productivity could be obtained from floor level employees who attach greater importance to work values such as participation, creativity, variety in the job and achievement. The study also revealed that such results can only be obtained when the organisation is prepared to move down power, information, knowledge and skills to the lower levels through adequate changes in the organisation's structure.
