

## ABSTRACT

Employee involvement can be viewed as having two dimensions—the employee desire for participation, and the organization'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 shopfloor employees working in two groups one autonomous and the other based on a hierarchical model. Results of the study showed that the quantity and quality of work of the more autonomous group was higher than the group on the hierarchical model. The study revealed that greater employee involvement and commitment and hence increased productivity could be obtained from floor level employees who attach a greater importance to the work values such as participation, creativity, variety in the job and achievement. It also revealed that such results can only be obtained when the organization is prepared to move down power, information, knowledge and skills to the lower levels through adequate changes in the organization structure.