

Employee Involvement & Productivity

(A Comparative Study of Two Academic Institutions)

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Abstract

*In today's competitive era of paradigm shifts, mostly organizations are facing the challenges of productivity and the focus revolves around the employee working for them. The **theme** of the paper is to highlight the "Employee Involvement & Productivity" in an educational institution. Author of the paper have worked on the primary & secondary research pattern to draw attention towards the well-planned organization wide efforts, tools & methods which are being used to 'evolve an organization with difference' and employees efficiency and viability. I being the author of this paper have done a comparative study on two older and reputed academic institutions situated in Lucknow, U.P. India with respect to Employee Involvement & Productivity.*

Key Words: Organizational Development, Employee Involvement, Employee Productivity, Efficiency, Organizational Structure

Objective of the paper

The objective of this paper will reflect the areas of organisational development in association with the academic scenario. The key purpose of the paper will be:

- i. Highlight the concept of Organizational Development in the context of Academic institution

- ii. Evolve the Employee Involvement scenario in academic institution
- iii. Craft a research in Employee Involvement tools and techniques
- iv. The key areas by which the organizations has increased the employee involvement and productivity
- v. Draw a conclusion on the Employee Productivity in correlation with Efficiency and effectiveness
- vi. Recommendations on how involvement and productivity can be increased

Introduction

a. Concept of organisational development in academic excellence

Organisational development is a systematic process for applying behavioural science principles and practices in organisations to increase individual and organisational effectiveness.

Values have been always been as integral part of organisational development. Writing in 1969, Warren Bennis proposed that OD practitioners (Change Agents) shares a set of normative goals based on their humanistic/ democratic philosophy. He listed these normative goals as follows:

- Improvement in personal competencies
- A shift in values so that human factors and feelings come to be considered legitimate
- Development of increased understanding between and within working groups in order to reduce redundancy
- Development of more effective teams
- Development of better methods of grievance handling
- Development of organic rather than mechanical system

In order to make a review on Educational institutions excellence through organisational development intervention tool, it is important to understand the OD Intervention concept.

OD interventions are sets of structured activities in which selected organisational units (target groups or individuals) engage in a task or a sequence of tasks with the goals of organisational improvement and individual development.

INTERVENTION POINTS		
Personal Resource Supply i. Time ii. Energy iii. Money	Resource Allocation i. Choice of allocation to work ii. Choice of allocation to non-work	Demands on our Resources i. Work demands ii. Non work demands

Here in OD intervention we are working on following points as:

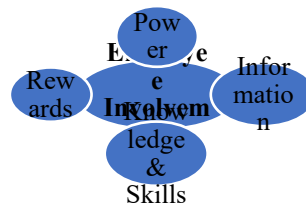
- **Demand on our resources:** This intervention point refers to the use of work demand by human resources as positive and constructive environment regarding specialised working and staff work demand in academics.
- **Resource Allocation:** This parameter refers to the choice for allocation of work and non-working resources. Working and non-working refers to the various paradigms of academic and non-academic activities.
- **Personal resource supply:** These parameters refer to three different points as: Time, energy and money. These three points reflect to the inputs as time invested in academic and non-academic activities, energy invested by human resources and monetary inputs for organisational development as well as academic activities.

b. Employee Involvement in Academic Institution:

Faced with competitive demand for lower costs, higher performance and greater flexibility, organisations are increasingly

turning to employee Involvement to enhance the participation, commitment and productivity of their members. Employee involvement seeks to increase member's input into decisions that affect

organization performance and employee well-being. It can be described in terms of four key elements that promote employee involvement:



▪ **Power:**

The element of EI includes providing people with enough authority to make work-related decisions covering various issues such as work methods, task assignments, performance outcomes, customer services (students) and employee selection.

▪ **Information:**

Organizations can promote EI by ensuring that the necessary information flows freely to those with decision authority.

▪ **Knowledge and skills:**

Employee involvement contributes to organizational effectiveness only to the extent that employees have the requisites skills and knowledge to make good decisions.

▪ **Rewards:**

Meaningful opportunities for involvement can provide employees with internal rewards, such as feelings of self-worth and accomplishment. External rewards such as pay and promotions can reinforce Employee Involvement when they are linked directly to

performance outcomes that results from participation in decision-making.

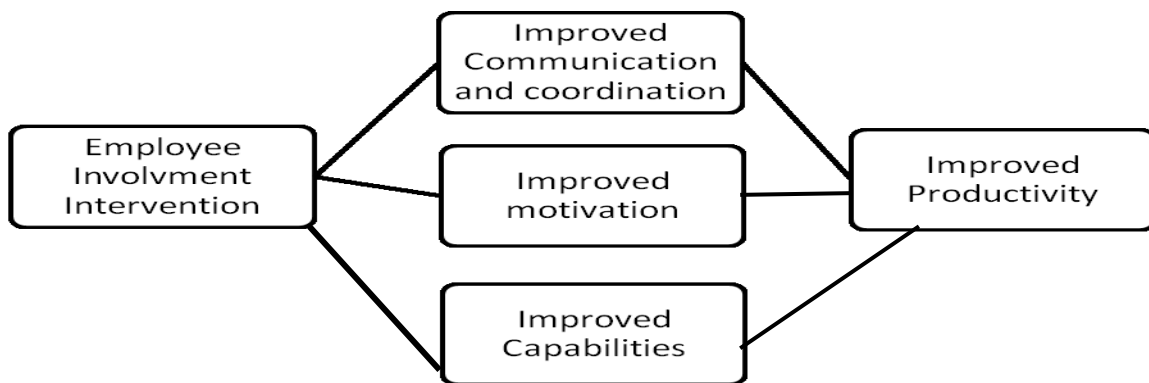
c. Correlation of employee productivity with employee involvement:

The key starting point in studying the link between workplace relations and productivity is the indeterminate, or open-ended, nature of the employment relationship. While compensation and general working conditions are agreed in some way at the time of employment, the employee's actual contribution, in terms of volume and quality of output, remains largely unspecified. Much depends on employees' willingness to invest their skills and know-how in the production process. In short, employee involvement is crucial because, to a large extent, effort remains discretionary. Hence, it is important to identify the objectives in a condition under which co-operation actually develops. The development of a *modus operandi* between agents is necessary if the production system is to be efficient enough to produce value added and ensure the reproduction of the

employment relationship in the context of market competition.

In more knowledge-based production, the intangibility of output has increased so much that the whole notion of productivity (largely defined on the basis of manual work in the Taylorist tradition) may have to be reconsidered. In such situations, productivity depends even more on the

application of knowledge and skills and less on work place or on giving the impression of "working hard." An assumption underlying much of the Employee Involvement literature will lead to higher productivity. A more realistic explanation for how Employee Involvement interventions can affect productivity can be show in the following charts:



A) How Employee Involvement Affects Productivity



B) Secondary Effects on Productivity

d. Comparative Analysis of Two Academic Institutions:

S.No	Tools & Techniques	SRMGPC	BBDGEI
1.	Management Development Programs	Institute deals with the various management development programs for continuous	Institute deals with the various outdoor management development

		development of academic and non-academic employees	programs and student forums.
2.	Management By Objectives by tutorial activities	Here academicians deals with excellence through continuous Tutorial activities for the students so that they can achieve best of their objectives in shape of academic result	Here academicians deal with take home assignments in the form of tutorials instead of regular quizzes and tutorial test.
3.	Knowledge management by symposia and live projects	Here activities deal with providing right information to the right person (students and academicians) at the right time through various live projects and symposia and guest lectures	Institute prefers more outdoor activities for academicians but it is also open for indoor ones.
4.	Capability development by Faculty reward system	Increase in employee performances by providing them Public recognition and annual reward, designation up gradation or monetary appraisals	No such activity is entertained here.
5.	Job Designing according to the specialization (Job Role Efficiency Laboratory)	Here top management is involve in designing the job roles other than teaching/lecture activities according to the efficiency of an employee.	Here HOD's of the respective departments are asked to redesign the extra work load for the faculties if they wish to do.
6.	Self Managed Teams	Here faculty work as a self managed groups to perform various intermittent task at time to time	No such activity is entertained here.
7.	Parallel Learning Structure in Institutions	Learning through the various outdoor corporate learning plans and programs	Learning through the various outdoor/ indoor corporate learning plans and programs
8.	Academic Work redesign system	Academicians prefer to design overall teaching activities according to their need and system requirements	Autocratic system is entertained.
9.	Various Human Resource Policies	Institute maintains best human resource policies with open-door policy	Institute deals with selected Human Resource policies
10.	Leave Policy	The institution have leave policy regarding casual leaves, duty leaves, maternity leave, paternity leave etc for	No such activity is entertained here except duty leaves for attending seminars and conferences.

		all employees irrespective of their designation	
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*As per data collected by institutions in 2011.

e. Employee Productivity & Its Implication through Employee Involvement:

As per the give chart we can come to know the response of the various organisational development practices in both the two academic institutes. Actually this comparative analysis is a part to analyse that the only way to compete is through employees who perform the tasks that produce a service:

- Are in the best position to ensure and improve its quality
- Are best able to lower costs by eliminating waste throughout the process
- Are in the best position to speed up their processes by reducing cycle times
- Are the ideal agents of change when they are in touch with their processes, trained through education and experience, and empowered to act decisively.

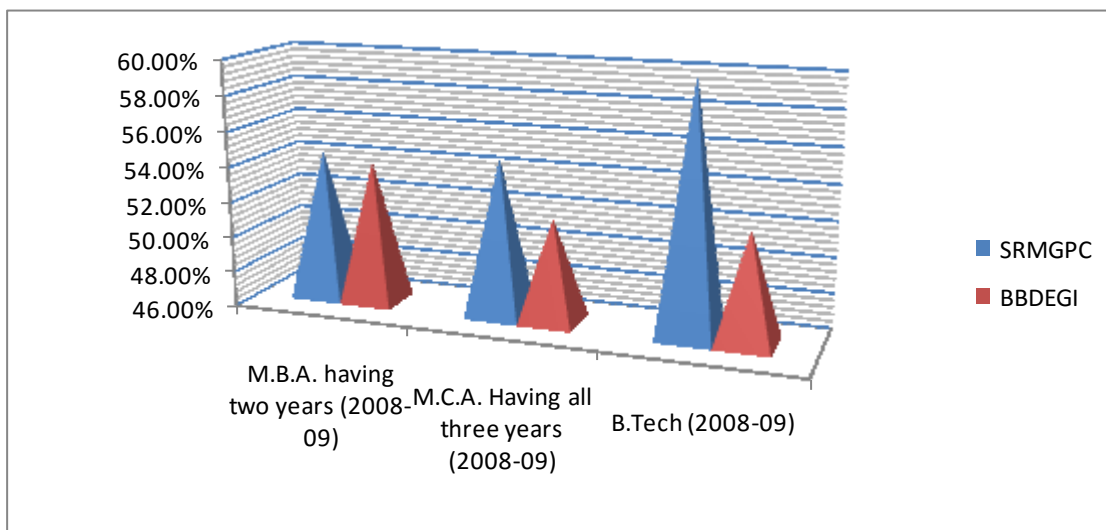
f. Performance Spectrum Control Chart:

This paper is not only a comparative study of the degree of employee involvement and productivity, but also highlights the result of employee involvement through the student performance. The ranking institution named GAIA (Gross Average Intellectual Attainment) provides an overview about the analysis of the result of various courses. The result analysis done with the help of following equation:

Basis of computation:

$$GAIA = \frac{\text{(Sum of marks of all students in all the subjects in theory exams)}}{\text{Total no. of students who took the examination}}$$

This provides a numerical value related with the standard deviation of the performances in relation with university averages.



*Data provided by the institutions were of 08-09

2. Research Methodology

Under this paper we have done a behavioural research for assessing the implications of various human resource policies and faculty development programs. These policies and programs will help us to chart out a result; that how employee involvement with the policies and programs increase their productivity in their contemporary fields.

To analyze all these prospects in we will apply Behavioral Research in this paper. Behavioral research is a way to analyze the various aspect of situation in a practical approach towards the counterpart. This paper will deal with a comparative analysis of two of the old professional institute of Lucknow.

The following aspect will be observed while doing the behavioural research:

Management Development Programs	• Practices like development of faculty by conducting various mock lectures, meetings and role plays.
Management By Objectives by tutorial activities	• By involving faculties in various tutorial, quiz making and academic activities
Knowledge management by symposia and live projects	• These practices deal with knowledge sharing though live experiences of Industries
Capability Development by Faculty Reward System	• Employee motivation enhancement through annual reward system
Job Designing according to the specialization (Job Role Efficiency Laboratory)	• This technique refers to the profiling of human resources as per their area of interest as well as their efficiencies
Self Managed Teams	• Refers to a team of specialized faculties and persons who have command over a group of activities within their respective field.
Parallel Learning Structure in Institutions	• It's an opportunity for the faculties to enroll themselves in the various parallel learning programs designed by industries to enhance learning for academic excellence
Academic Work Redesign System	• This process deals with engagement of academic and non-academic personnel in designing various academic activities according to their respective competencies
Various Human Resource Policies	• Application of various Human resource policies to provide an enrich working environment to the employees
Leave Policy	• This is a criterion to facilitate leave's to the employees and also to rejuvenate their skill and competencies .

Result & Implication of the Paper

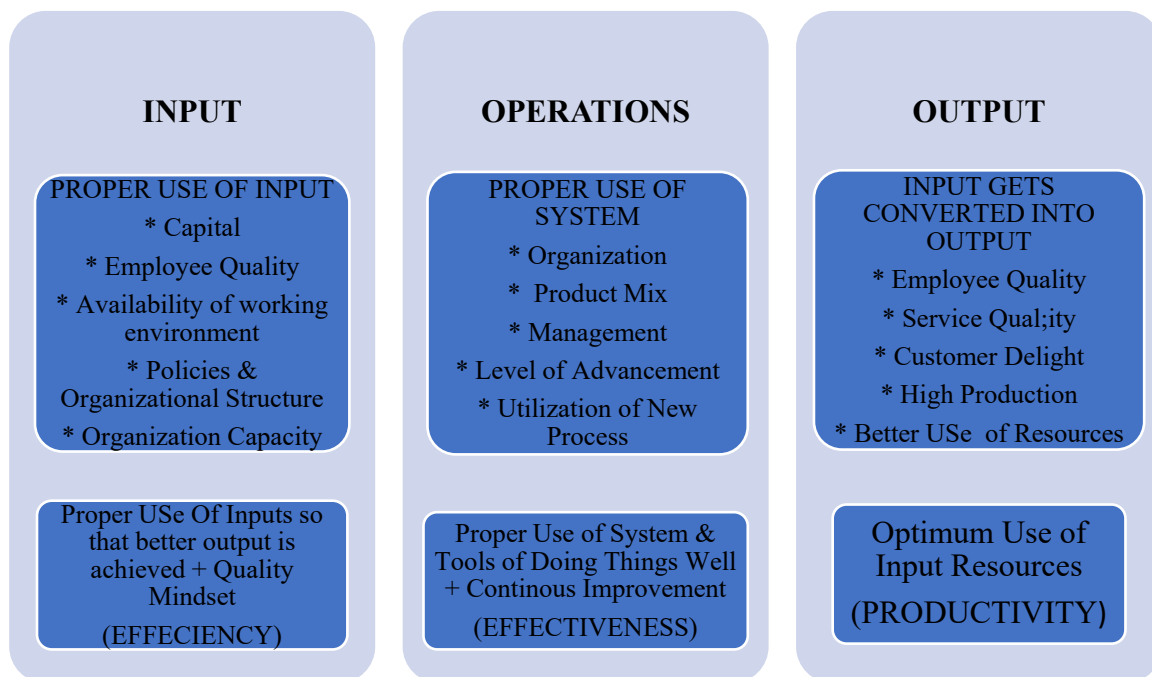
Productivity, efficiency and effectiveness are important concepts of organisational

development. Productivity is calculated as a ratio that attempts to answer the most general question; how well are resources used? Productivity is affected by many issues accordingly; this has made it necessary to find different ways of thinking about it. This emphasise on responsiveness starts to overlap with effectiveness.

The term “Effectiveness” in organisational effort refers to the overall impact and outcome of policies and programs developed for the employees to gain maximum benefits. An effective program achieves the desired outcome, which typically follows from the program’s

mission, vision and objectives without creating any problem.

In the description of the following chart we came to know about the condition of productivity, efficiency and effectiveness. Efficiency here refers to the proper use of human resources as academicians and non-teaching staff as well. The basic resources input here are as capital on human resources, employee qualities, providing better working environment, organisational structure and policies and organisational capacity. These all parameters of the input of various resources provide ultimate response towards quality mindset as well as use of economic resource utilization



In the second phase we can say that the parameters to judge effectiveness are organisational product mix, management strategies and pyramid, level of advancement and utilization of new technology. These parameters provide us a way to evaluate the overall process to use various tools and techniques of doing the

things well in association with continuous improvement in the work quality.

In the mean time we can say that with the positive correlation between the efficiency and effectiveness we can achieve the high quality of productivity. This can be judge as employee quality, service quality, and

higher positive outcomes in term of competencies and skills and better use of various resources.

This paper highlights the need for proactive and facilitating intervention by industry in academic institutions in the domain of technical & management education. It identifies the current quality related scenario of the organization development through employee involvement and productivity in academic institution which has resulted in exponential growth of policies and programmes with their efficiency and effectiveness of employees in engineering/management colleges.

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Undertaking

- This paper has not been previously published elsewhere and it is our original work and I do not have any objection in publishing the paper/article by you.
- The comparison and analysis with other college is purely done for academics/research purpose.