

# The Impact Of High Involvement Work Mechanism On Organizational Performance

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## Abstract

This study reveals the impact of high-involvement work mechanisms on organizational performance. This project aims to identify the high-involvement work practices and their impact on employee performance. There is a positive relationship between high-involvement work mechanisms and the employee's performance. The main purpose of this research is to identify how to involve the working mechanism in organizational performance. In this study, we will discuss the ways to improve employee performance and enhance their efficiency and productivity in organizations. The company seeks to achieve greater productivity by enhancing the high-involvement work mechanism.

This study was undertaken with the employees working in different organizations. The main focus is related to the impact of high-involvement work mechanisms on employee performance. The sample size for the study is 50 employees and the researcher used descriptive research. A non-random sampling method was used and the data was collected through simple random, sampling techniques. The primary data was collected from the respondents through the questionnaire.

The outcomes revealed that there is an impact of the high involvement work mechanism on organizational work performance.

**Keywords:** High Involvement, Work Mechanism, Performance

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## I. Introduction:

High-involvement work practices can create positive attitudes and are often associated with high employee engagement. Companies have to rely on their human resource to increase competitiveness and employee engagement has become a source of creating competitive advantage for the firm. Employee engagement is associated with cognitive, emotional, and behavioral appeal which facilitates the business in attaining business objectives. Thus high work involvement approaches are used by the firm to create higher productivity. This has encouraged organizations in today's time to integrate high work involvement practices with high commitment towards providing employees with power, information, rewards, and knowledge (Flinchbaugh, et al., 2016). The research will focus on determining what kind of high-involvement practices are used within the firm as well as whether these are effective in attaining the business objectives. So through research, it can be realized whether Oman companies such practices are used and how it eventually affects the business

## Statement of the problem:

The main idea is to determine what practices for work involvement are adopted and the focus on how they maintain high involvement work processes and the mechanism of it also what are the benefits and obstacles. Here main topic of this study is the impact of high-involvement work mechanisms on performance. The main problem in this is "How have high involvement work processes helped employees to improve their and the organization's performance"

The literature provides information about the adaptation of work involvement in organizations and points out the main outcome of various researchers' work in this area. Literature provides information about different practices of work involvement adopted in other organizations and their impact on the performance of employees and the organization as a whole.

## Aim and Objectives of the study:

To understand the importance of high work involvement in organizational performance.

To identify the impact of the high level of work involvement in enhancing employees' job performance

To suggest the best methods for a high level Of work involvement toward high work performance

**Scope of the research:**

The scope of the research is based on the organizations utilizing high-work involvement practices. The idea is to determine how work involvement can affect the organization and whether it affects employee motivation or not. This will be done through analyzing secondary data which is provided within the literature review. It will include high work involvement, work processes, and mechanisms affected by the high work involvement. The data will be gathered from different employees working in various organizations to identify the practices and determine their impact.

**Significance of the Research**

This research is certainly significant in establishing high work involvement practices as the high levels of work involvement have resulted in increased confidence and enhanced the ability of employees to make decisions. On the other hand, some individuals have faced harsh work-life balance. Therefore this research will indicate how the practices may vary and their result may vary. The data are gathered across companies. This would help to provide newer ideas to the company to effectively capitalize on high work involvement thus avoiding employee burnout.

**II. Related Literature:**

It has been indicated through a labor process theory (Braverman 1974), how high involvement work practices hurt the employee and challenge their well-being with intensified work pressure. On the contrary, the job demand-control model and job demand resource model indicate that employees when in control will be able to reduce negative job outcomes and job resources can create engagement with employees so that their well-being is being ensured (Bartram, et al., 2012). The employees often require individual creativity and have the desire to develop their abilities over time.

Burnout is an associated factor with high-involvement work practices as it is said to be associated with emotional exhaustion and depersonalization. This tends to be the general reaction towards stress and some employees do react negatively when it comes to increased responsibility to make decisions. The research highlights how role overload could create work demands that exceed an individual's ability to handle pressure and drain individual resources (Kilroy, et al., 2016). The study conducted by Gallie (2012) suggests that self-managed team members are highly stressed as they have to make decisions and are held accountable. On the contrary, the employees who have less control but high demands from work would also suffer great strain on physical and psychological levels.

**III. Research Methodology**

The present study focused on different employees working in different organizations. The proposed sample size is 50 employees the researcher will use the descriptive of exploratory research. Non-random sampling method was used for collecting the data and it was collected through convenience sampling techniques. The primary data was collected from respondents through a questionnaire. Respondents of the study will be employees from different organizations. The major advantage of convenience sampling is that it allows data to be collected in a short duration of time because of its simplicity.

**Statistical tools used for the study.**

The sampling method of this research is simple random sampling, the investigators distributed the questionnaire to different departments of different organizations for collecting accurate information. The researchers collected the information through interviews and questionnaires among 50 sample respondents from different organizations. Various statistical tools were administered to derive inference

**IV. Analysis :**

**Correlation between Long-term expectations in employment and the employees provided with a good working environment to enhance job performance.**

Null Hypothesis (H0): "There is no significant relationship between long-term expectation in employment and the employees provided with a good working environment".

Alternative Hypothesis (H1): " There is a significant relationship between long-term expectations in employment and the employees provided with a good working environment.

**Correlations**

		Long-term expectations in employment	Employees provided with a good working environment
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Long-term expectations in employment	Pearson correlation Sig ( 2 tailed) N	1  50	.621** <.001 50
Employees are provided with a good working environment	Pearson correlation Sig ( 2 tailed) N	.621** <.001 50	1 50

**Interpretation:**

It is identified there is a correlation between the long-term expectations in employment and the employees provided with a good working environment.

**Correlation between the long-term expectations in employment and the working environment to enhance job performance**

Null Hypothesis (H0): "There is no significant relationship between long-term expectation in employment and the working environment to enhance job performance".

Alternative Hypothesis (H1): " There is a significant relationship between long-term expectations in employment and the working environment to enhance job performance.

**Correlations**

		Long-term expectations in employment	working environment to enhance job performance
Long-term expectations in employment	Pearson correlation Sig ( 2 tailed) N	1  50	.591** <.001 50
working environment to enhance job performance	Pearson correlation Sig ( 2 tailed) N	.591** <.001 50	1 50

**Interpretation:**

It is identified there is a correlation between the long-term expectations in employment and the working environment to enhance job performance.

**Correlations between the professional training session and the improvement in the high level of work involvement**

Null Hypothesis (H0): "There is no significant relationship between the professional training session and the improvement in the high level of work involvement".

Alternative Hypothesis (H1): " There is a significant relationship between the professional training session and the improvement in the high level of work involvement.

		Professional training session	improvement in the high level of work involvement
professional training session	Pearson correlation Sig ( 2 tailed) N	1  50	.581** <.001 50
improvement in the high level of work involvement	Pearson correlation Sig ( 2 tailed) N	.581** <.001 50	1 50

**Interpretation:**

It is identified there is a correlation between the professional training program and the improvement in the high level of work involvement.

**Correlations between coaching and mentoring help employees to work better in the organization**

Null Hypothesis (H0): "There is no significant relationship between coaching and mentoring helps employees to work better in the organization".

Alternative Hypothesis (H1): " There is a significant relationship between coaching and mentoring helps employees to work better in the organization.

		Coaching and mentoring	improvement in the high level
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			of work involvement
coaching and mentoring	Pearson correlation Sig ( 2 tailed) N	1  50	.611** <.001 50
improvement in the high level of work involvement	Pearson correlation Sig ( 2 tailed) N	.611** <.001 50	1 50

**Interpretation:**

It is identified there is a correlation between coaching and mentoring and the high work involvement.

From the above factors communicating objectives to employees stands first for the most important factor in a high work involvement organization, followed by Learning, then both employees' skill sets and Leadership, and the last factor in ranking is motivators.

**V. Recommendations**

The recommendations are given based on the results deduced from the primary and secondary research. The company, benefits from the following recommendations which would facilitate them in creating a successful high-work involvement culture in their company.

The company is recommended to work on employee skill development which is a clear motivator and helps them accept high work involvement activities.

The company must involve the senior management to create mentoring and coaching programs to make sure junior employees can take guidance from their seniors

It is recommended that managers create performance reviews based on the workload and potential career advancement opportunities thus allowing employees to have a better chance at adapting to high involvement culture.

The company must work on setting clear objectives while ensuring employees are equipped with clear guidelines.

**VI. Conclusion:**

The research is concluded with the research objectives being met. The idea was to determine the impact of high work involvement on employee performance. Employees make a major contribution towards the success of a company, especially in the service industry. Industries are getting highly competitive with time due to globalization.. The high work involvement can often be a stressor for the employees as they fear change and uncertainty. In addition to this, there is often a lack of work-life balance, skill deficiencies, and improper training which increases the chance of failure. The company has to realize the importance of training, motivation, and preparing the employees for the change. through the research it has been determined that the companies must invest in training programs that help the employees in skill set advancement, making them more confident to take on the pressure. The company's management is responsible for ensuring that employee is equipped with the right tools and they can provide a career development program that could act as a motivator for the employees. Similarly, the mentoring could provide the guidance they require for an effective high-work involvement adaption. The businesses will have to be adaptive and considerate of the employees when it comes to ensuring employee's ability to work within a competitive environment. the company must inform the employees about what is expected of them in the beginning as it will help them lay the foundation for their actions. The company benefits from strong communication thus it can be an advantage when feedback is taken. It is necessary to change and let the employees get involved at their own pace and some push is necessary as well. Giving them active support can turn out to help them accept change at a much quicker pace. This surely will increase their performance and in turn, benefit the organization. The company has to remember that if employees are performing well then the organization's performance will also be positively affected. The employees being an asset of the firm must be groomed to deal with high pressure environment.

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