

LEADING THE HEALTHY WORKFORCE: THE INTEGRAL ROLE OF EMPLOYEE INVOLVEMENT

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Managers and organizational leaders are continuously looking for ways to position their organizations for success. A recent trend among practitioners has focused on creating a healthy workplace, resulting in numerous contrasting prescriptive approaches toward achieving organizational health. Rather than advocating a particular approach to a healthy workplace, this article focuses on the need for practitioners to design healthy workplace programs, policies, and practices that fit the specific context of an organization. To do this, the authors propose that employee involvement, though seldom emphasized in discussions of a healthy workplace, is critical to the success of new initiatives. Employee involvement relies on the human capital of an organization to improve organizational functioning. Providing examples from organizations that have recently been recognized for their comprehensive efforts to create a healthy workplace, this article describes ways of fostering employee involvement, recognizing that all organizations, for-profit and not-for-profit, large and small, can use employee involvement to identify high-leverage practices that will have a mutual benefit for employees and organizations. Four major barriers to implementing employee involvement practices are discussed, along with implications for consulting psychology.

Keywords: employee involvement, healthy workplace, participative management, program design

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Practitioners face an increasing challenge in the workplace. The challenge is no longer simply to help the organization survive or dominate competitors, create new products and services, and reach new markets. Instead, the “new” challenge goes beyond financial performance to focus on creating a work environment where both employees and the organization can thrive. Employees who suffer from poor well-being tend to cost the organization in terms of absenteeism, turnover, and performance decrements (Allen, 1983; Cascio, 1991; Kuoppala, Lamminpää, & Husman, 2008; Tziner & Birati, 1996).

A vast organizational literature bears on the issue of the conditions under which a workplace can be psychologically and physically healthy for employees (Cooper & Cartwright, 1997; Karasek, & Theorell, 1990; Mikkelsen, Øgaard, & Landsbergis, 2005; Noblet, 2003; Van Veldhoven, Taris, de Jonge, & Broersen, 2005; Williams, 1994). Yet, most of the available research addresses this issue tangentially and inadequately, often focusing solely on individual programs, policies, or practices. This article attempts to sharpen our understanding of a more integrative concept of a healthy workplace and to outline what practitioners can do to develop such a work environment in organizations.

What Is a Healthy Workplace?

What defines a healthy workplace depends on the messenger. Some organizations, such as the Families and Work Institute, Swiftwork, and the Alliance for Work-Life Progress, advocate that the key to a healthy workplace involves the introduction of effective work-life balance interventions. On the other hand, organizations such as the Institute for Health and Productivity Management emphasize the role of health and wellness programs, usually designed to target specific physical health risks of employees. Finally, *Fortune Magazine*, with its annual 100 Best Places to Work list (2008), emphasizes the role of a positive organizational culture (e.g., respect, credibility) in creating a healthy workplace, using company growth and stock performance as secondary indicators of effectiveness.

With so many different approaches, it is easy to see why practitioners may have trouble determining which one is best and where organization leaders should invest their resources. Regardless of the specific approach, many advocates fail to consider the law of equifinality, that there is more than one way to achieve a desired result (Burton & Obel, 2004; Delery & Doty, 1996; Jennings & Seaman, 1994; Jennings, Rajaratnam, & Lawrence, 2003), which makes it difficult to determine the real source of success after a program is implemented. Combining multiple successful approaches does not guarantee additive benefits and may even produce unnecessary costs, or create circumstances in which initiatives actually work against each other (Ashmos & Huber, 1987; Gresov & Drazin, 1997; Payne, 2006). Furthermore, what works in one organization is not necessarily going to work in another, especially when considering various organizational factors such as size, industry, and geographic location. For example, Delery and Doty (1996) found that only three specific practices—profit sharing, results-oriented appraisals, and employment security—had universal effects on firm performance. Beyond that, specific practices ultimately had an effect when those practices were designed with the organization’s constraints in mind, especially as those constraints relate to structure, culture, strategy, and technology. Additionally, Payne (2006) found that the more organizational structures were aligned with the demands and constraints specific to that organization, the greater the firm’s financial performance. Hence, a one-size-fits-all mindset does not appear to be an effective approach to creating a healthy workplace.

Based on their work as research consultants for the American Psychological Association's Psychologically Healthy Workplace Awards, Grawitch, Gottschalk, and Munz (2006) described a comprehensive framework for creating a healthy workplace. This model includes five broad sets of practices (i.e., employee involvement, work-life balance, employee growth and development, health and safety, and employee recognition; see also Figure 1) and argued, based on a thorough review of research across a wide variety of practices, that organizations benefit the most from workplace practices that make sense for that organization. They provided evidence that programs that target these broad areas can produce positive outcomes for both organizational effectiveness (e.g., productivity, profit, health care costs, turnover, absenteeism) and employee health and well-being (e.g., job satisfaction, physical health, stress). The set of practices described by Grawitch et al. echo similar arguments made by others (e.g., Kelloway & Day, 2005; Macik-Frey, Quick, & Nelson, 2007) regarding the organization's role in optimizing the interplay between employee well-being and organizational effectiveness.

A focus on a broad set of practices, as discussed by Grawitch et al., is easily distinguishable from the approach laid out by other groups, such as the Families and Work Institute and the Institute for Health and Productivity Management. The emphasis of the latter is much more specific and prescriptive. For example, from the perspective of the Families and Work Institute, advocacy occurs in the form of work-life balance initiatives. From the perspective of the Institute for Health and Productivity Management, advocacy occurs for health promotion and disease management programs. Both groups emphasize a very narrow conceptualization of organizational health (i.e., work-life balance vs. employee health). Furthermore, in many cases, the programs and policies advocated by these different groups (e.g., wellness programs, time off) are peripheral to the organization's core business processes. On the other hand, a focus on a broad set of practices permits an organization to identify high-leverage opportunities to improve the way employees interface with the work environment.

Because the job and work organization occupy a central place in the life of most employees and consume more time and energy than almost any other life activity, organizations need to identify programs, policies, and practices that help employees thrive. However, it is not enough simply to increase opportunities for employees to pursue nonwork activities, as is often advocated from the work-life balance perspective. Further-

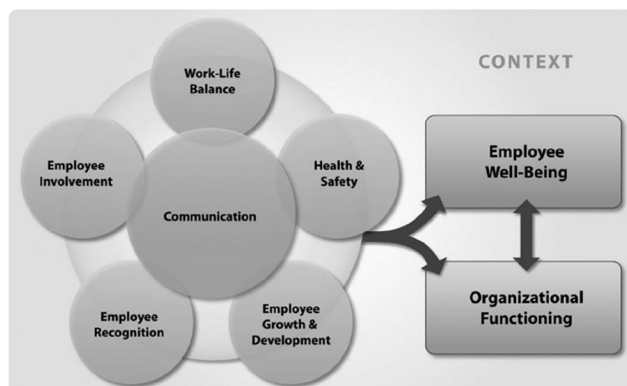


Figure 1. The psychologically healthy workplace. (©2008 American Psychological Association. Reprinted with permission.)

more, a healthy workplace is not simply one where employees eat healthy, exercise, and reduce their physically unhealthy behaviors. Rather, the organization needs to take a comprehensive approach to optimizing both employee and organizational outcomes.

To create a health workplace, employees must be actively involved in shaping organizational practices. Surprisingly, despite its long tradition in the management literature, employee involvement has received very little attention from many advocates, consultants, and scholars in the arena of the healthy workplace. Yet, employee involvement may be the most crucial practice in creating a healthy work environment that truly produces long-term win-win benefits for employees and organizations.

Grawitch, Tares, and Kohler (2007) recently conducted a study that explored the importance of employee involvement, using a sample of knowledge workers at a university (i.e., faculty and staff). Results indicated that the extent to which employees had positive views regarding involvement opportunities in the organization (in terms of their opportunity to participate, the extent to which the organization supported involvement, and their general satisfaction with it), was a direct linking mechanism between their perceptions of programs and policies associated with other healthy workplace programs (i.e., employee recognition, work-life balance, health and safety, and employee growth and development) and general well-being, burnout, organizational commitment, and turnover intentions. Similarly, Batt and Valcour (2003) found that work practices that encourage more employee involvement (in work redesign and flexible work arrangements) can reduce work-life conflict and turnover intentions. Thus, it is important to ensure that the organization supports employees' desired level of involvement (Gravenkemper, 2007; Shadur, Kienzle, & Rodwell, 1999).

Employee Involvement: What Is It?

In creating a healthy workplace, it is important to understand the various forms of employee involvement and the roles each can play. Employee involvement can range from simple practices, such as open door policies, to input into decision making, to major programs, such as self-managed work teams or total quality management initiatives. Figure 2 provides a continuum of employee involvement with examples of various programs.

On the left side of the continuum represented in Figure 2 are management-driven initiatives. These are initiatives that are developed and implemented based solely on top management's understanding of what is needed for the organization. Although the goal is to improve effectiveness throughout the organization, these initiatives often fail to consider the elements that are necessary to facilitate sustainable changes at lower levels of the organization. Instead, the focus is on communicating why the change is needed and what it will mean for employees, as a way to solicit buy-in. When the change does not go according to plan, top management is then forced to create contingency plans, rework the program, or scrap the initiative altogether.

On the other hand, as one moves further across the continuum, there is a greater role for employees in the actual development and implementation of the initiative. At lower levels, this involvement is more passive, relying primarily on general suggestions or survey input to be used to develop new initiatives. However, at higher levels, employees become more actively involved in assessing the organization's and employees' needs, designing an initiative to meet those needs, implementing the initiative, and making improvements to that initiative. Hence, at the highest levels of employee involvement,

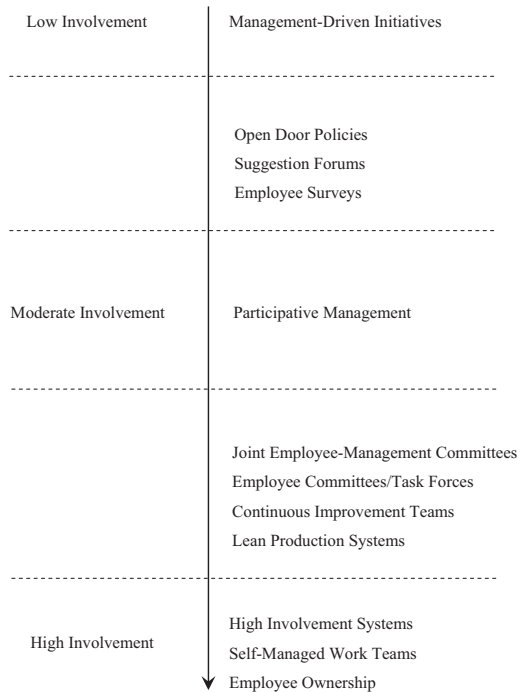


Figure 2. Employee involvement along a continuum with some examples.

employees take substantially more ownership in the success and/or failure of the initiative. Yet, to be successful, employee involvement requires the presence of some key factors.

Lawler (1986) argued that within an organizational system, employee involvement includes four elements. These are involvement in decision making (e.g., through self-managed teams or participation teams); communication of information about the organization; building of technical, social, and business skills; and rewards for skill building and organizational success. All four aspects are crucial to the organizational impact of employee involvement. If an organization focuses exclusively on creating mechanisms for involvement in decision making, without good information, the involvement will be ill-considered; without skills, the involvement will be ineffective; and without appropriate rewards, employees will not be motivated to make decisions that produce win-win outcomes.

The importance of high-involvement work systems has received some attention by general organizational researchers, but not by healthy workplace researchers. For example, Cohen, Ledford, and Spreitzer (1996) found that the employee involvement context (defined using Lawler's elements) was predictive of quality of work life and performance in self-managing teams. In addition, Vandenberg, Richardson, and Eastman (1999) found that employee involvement context (again measured using Lawler's key elements), served as a linking mechanisms between core business practices and the outcomes of morale and organizational effectiveness. Finally, a recent study by Gibson, Porath, Benson, and Lawler (2007) indicated that various high involvement practices were predictive of firm performance.

With employee involvement as such a critical component of research in management and organizational effectiveness, one might assume that the concept of involvement has

been heavily integrated into the healthy workplace research. Unfortunately, that would be a false assumption. For example, in the *Handbook of Occupational Health Psychology*, Bennett, Cook, and Pelletier (2001) identified eight core themes and a variety of practitioner approaches to workplace health promotion. Beyond the traditional recognition that managers and organizational leaders must “support” the program(s), there was no mention of how to involve employees in the design and implementation of the program. In fact, the terms “employee involvement,” “empowerment,” “input,” “feedback,” and “communication” do not even appear within the index of the book. At best, terms such as “employee participation in worksite health interventions” and “control” are indexed, though the latter is mentioned primarily in the context of control over one’s work or locus of control with an emphasis on stress.

Additionally, a recent review by Macik-Frey, Quick, and Nelson (2007) put only a minimal focus on employee involvement. When discussing the role of interventions, those authors discussed techniques adapted from quality circles, which were shown to be effective in improving employee and organizational health. However, employee involvement was treated as peripheral to the central theme of health. Hence, it appears that some authors treat employee involvement as a “nice addition” to healthy workplace initiatives, but have not effectively integrated the tenets of employee involvement into healthy workplace perspectives.

There are, however, some isolated studies that have addressed the issue of employee involvement in a context related to a healthy workplace. For example, Martin, Parsons, and Bennett (1995) found that employees that participated in employee involvement programs demonstrated more commitment to the organization and more positive attitudes toward management during downsizing. Roy (2003) found that organizations that used self-managed work teams (SMWTs) as a way to help control safety demonstrated higher safety performance than those that did not use SMWTs for this purpose. Fuller (1999) found that drivers working for a distribution division of an oil company were much more likely to endorse safety initiatives that utilized the involvement of peers (e.g., peer panels to investigate accidents) than safety initiatives that were directed by management (e.g., incentives for safe driving). Finally, Farnham and Horton (2003) found that in public services in the United Kingdom, employee involvement practices were often associated with discussions around working practices, future plans, and health and safety. Thus, when studied, research indicates that employee involvement should be an integral part of the design, implementation, and refinement of healthy workplace programs.

Yet, when it comes to employee involvement, more is not always better. This is because employees vary in terms of their desired level of involvement (Kahnweiler & Thompson, 2000). Less involvement than employees desire or expect from a program may be frustrating (Ahlbrandt, Leana, & Murrell, 2002). Moreover, the level of involvement that employees prefer is dynamic and self-reinforcing, and as such can change over time (Morrison & Robinson, 1997; Paul, Niehoff, & Turnley, 2000). Therefore, taking steps to regularly assess employees’ desired level of involvement and supporting that level of involvement is integral to success.

Why Employee Involvement Is so Important

Because any organization must make choices about which programs to offer employees, management should ensure that the practices selected meet its specific needs as well as those of its employees. Organizations must be able to tailor any new program or policy to

meets their unique challenges and strategic goals. There is no better way to tailor programs than to involve the employees in the development, communication, implementation, and evaluation of a given program.

Table 1 provides a list of stages of program development as well as some opportunities for employee involvement at each stage. As evidenced in Table 1, it is not sufficient to simply survey employees once a year, but rather to offer opportunities for joint employee-management task forces and committees, focus groups, and perhaps town hall meetings as ways to design and implement programs that employees value and that make sense for the organization. Of course, not all employees will participate in such initiatives. However, by offering opportunities for employees to be involved in some way through each stage of the program development process, employers can increase the likelihood that:

1. The program will meet the actual needs of employees within the constraints of the organizational context;
2. Employees will participate in the program (often the sole source of concern in many organizations without considering that the first point above is critical to achieving high participation rates);
3. The program will have an effect on the desired outcomes, given that employees and organizational leaders all provided input into making the program effective; and
4. The program will continue to evolve as employees provide feedback that can be used to improve and refine it.

Effective employee involvement will increase employee ownership of new programs and policies, which will allow the practices to become more easily integrated into the organization's culture.

Table 1
Program Development and Employee Involvement

Program development stage	Areas of employee involvement
Assessment and monitoring	Survey development input Survey completion Feedback sessions
Program development	Scope of initiative Program logistics, incentives, format, etc. Specific information for communication Joint-management employee committee
Communication	Employee task force Communication vehicles Benefits of participation Success stories
Implementation	Internal branding Employee committees/task forces Intact work group training
Evaluation (effectiveness) and refinement (improvement)	Reaction, learning, transfer data Suggestions for improvement of program Feedback sessions to discuss evaluation and refinement data

Real-World Examples of Effective Employee Involvement

The approach we advocate involves employees and employers partnering to create a system of practices that is mutually beneficial. Instead of treating the work itself and employee benefits as competing issues, organizations need to optimize the interplay between organizational systems and employee health and well-being needs. Rather than emphasizing the need to focus solely on organizational effectiveness or showering employees with benefits, we propose that benefits should be strategically selected to meet the needs of both employees and the organization. To do this, organizations must:

1. Provide opportunities for employees to become involved and engaged in creating a healthy workplace;
2. Tailor new programs and policies to meet the specific needs of the employees and the organization;
3. Be very clear about the purpose of new programs, policies, and benefits, so that organizational leaders and employees know what is expected of such a program (e.g., what are the goals of the program, or what issue(s) is it designed to address?);
4. Ensure that any new program (or existing program) is in alignment with the organizational context; and
5. Collect periodic cost-benefit data as a way to tie benefits back to organizational effectiveness outcomes (this will increase the likelihood that the benefit survives over time).

Several examples that support a tailored approach to a healthy workplace come from for-profit and not-for-profit organizations that have been recognized by the American Psychological Association for their efforts to create a healthy workplace. These organizations vary in size, demonstrating that even small and medium size organizations can create a healthy work environment. Two of these organizations are highlighted below.

El Nuevo Día

El Nuevo Día, a for-profit news organization in Puerto Rico, employs approximately 1,000 people. The organization uses employee volunteer teams to address specific issues that surface in the employee opinion survey. In one case, the team created a program called PRENDA, designed to provide peer-to-peer recognition and to select the employee of the year. The program was designed with input from employees, and management provided the necessary resources and support to allow the program to work. The employee of the year receives such rewards as VIP parking and a paid vacation for that employee's family. Another case involved the development of a program called ENDI-TV, which recognized communication difficulties within the organization. As such, an employee team recommended the installation of TV monitors throughout the facility to permit easier communication of organization-wide information. Again, management provided the necessary support and resources to allow such an initiative to be implemented.

What has been the result of the company's emphasis on employee involvement in creating a healthy workplace? Specifically, overall employee satisfaction sits at almost 90%, with 85% describing the company's benefits as superior. In addition, employees demonstrate a strong commitment to the organization, and turnover sits at only 3%, while almost 50% of the workforce has been with the company for more than 10 years.

Healthwise

Healthwise is a much smaller, not-for-profit organization in Boise, ID, employing more than 175 people. The organization emphasizes three pillars in its mission: respect, teamwork, and doing the right thing. Thus, employee involvement in this organization ties employment practices to the organization's mission. During orientation, new hires are socialized into a culture where each employee is responsible for helping to create and maintain a positive environment. Therefore, at the outset, new employees are informed that they are responsible for being involved in strengthening the culture within the organization. Practices, such as regular employee surveys, team meetings to discuss survey results and plan initiatives, and forums to explore ways to strengthen the organization's culture, follow directly from these new employee orientations. In this particular organization, expectations for involvement are provided at the outset and reinforced throughout an employee's tenure.

What have been the benefits of emphasizing employee involvement at Healthwise? Response rates for employee surveys sit at 95%, and results indicate a strong level of satisfaction. On a 10-point scale, employees indicate that they are satisfied with the organization ($M = 8.3$), value working in teams ($M = 8.2$), believe they are listened to ($M = 8.0$), and believe they are respected ($M = 8.2$). In addition, this emphasis on employee involvement has resulted in a turnover rate of only 8%, nearly 20% lower than the industry average. Furthermore, for every job opening, the organization receives between 125 and 150 applications, suggesting a positive benefit for recruitment.

Psychologically Healthy Workplace Award Data

In addition, data from the Employee Questionnaire (EQ) used by the American Psychological Association's National Psychologically Healthy Workplace Award provides further evidence for the role of employee involvement. The questionnaire utilizes a variety of items to assess each of the five workplace practices areas, as well as employee well-being. Employees report their perceptions of the organization's commitment to each area (e.g., "This organization encourages employees to share their ideas and suggestions"). They also responded to a variety of questions that assessed various affective, physical, and psychological indicators of well-being. All responses were scored on a 5-point scale. Between four and nine items are used to assess each practice area, and 24 items were used to assess well-being. The most recent data set includes individual responses from 1,894 employees representing 30 different organizations. Internal consistency estimates for the scales ranged from .85 to .93.

Regression analyses support the role of employee involvement as a critical factor in predicting employee well-being (see Table 2). As can be seen in Table 2, perceptions of employee involvement partially mediate the relationship between perceptions of the other practices areas and employee well-being. The strongest partial mediation effect occurred for employee recognition and employee growth and development, perhaps indicating that employee involvement may be most important to those two sets of practices. Furthermore, these results are fairly consistent with those reported by Grawitch et al. (2007).

Though the presentation of the APA EQ results does not provide an overly scientific, rigorous test of the role of employee involvement, it provides preliminary evidence that employee involvement does play a potentially critical role in creating a healthy workplace, especially when supplemented with other research (e.g., Cohen et al., 1996; Grawitch et al., 2007; Roy, 2003; Vandenberg et al., 1999). Practitioners can tailor an organization's programs, policies, and practices to meet the unique challenges that they and their

Table 2
A Summary of the Results for Healthy Workplace Factors in Predicting Employee Well-Being

Without employee involvement perceptions		With employee involvement perceptions		Difference
Factor	Beta weight	Factor	Beta weight	
Employee involvement	—	Employee involvement	.34***	—
Employee growth and development	.23***	Employee growth and development	.13***	.10 ^a
Work-life balance	.17***	Work-life balance	.09***	.08 ^a
Employee recognition	.35***	Employee recognition	.22***	.13 ^a
Health and safety	.08**	Health and safety	.06*	.02 ^a

^a = significant partial mediation.

* Significant at the .05 level. ** Significant at the .01 level. *** Significant at the .001 level.

workforce face by paying attention to the specific needs of the organization and its employees rather than implementing off-the-shelf programs, trying to copy the established practices of other organizations, or going with the latest management fad. This requires practitioners to stay abreast of trends, including current practices, research, and the changing needs of multiple generations in the workplace. Haphazardly implementing programs and policies without considering fit with the organization and its culture, needs of its employees, and possible unintended consequences increases the likelihood that the organization will be investing significant amounts of capital for very little return.

Organizational Barriers To Implementing Employee Involvement Strategies

If involving employees is so important for designing effective programs to benefit employees and the organization, why is it that some organizations have not successfully utilized employee involvement strategies for these purposes? Largely, much of the answer to this question relates to the organizational context (i.e., the way it is structured, its management philosophy, its industry, and its culture). The context can thus create a set of at least four barriers that can impede the use of employee involvement tactics.

The first and most difficult barrier to employee involvement is organizational structure. Organizations with centralized resources and hierarchical chains of command limit information dissemination, innovation, decision quality, and the ability for middle management and employees to provide input into problem solving (Huber, Miller, & Glick, 1991). Therefore, structural components of the organization can limit the extent to which any practice, including high involvement workplace practices, can be implemented and function together to affect organizational outcomes (Payne, 2006).

Second, the underlying management philosophy of employee involvement and empowerment contradicts the traditional top-down management approach. Moreover, once a particular type of management strategy is institutionalized and reinforced in an organization, it becomes even more difficult to overcome (Hambrick, Finkelstein, Cho, & Jackson, 2005), leading to managerial resistance that negates the positive impact of employee involvement practices (Fenton-O'Creevy, 1998). This barrier is consistent with research that compares managers who take an agency perspective (i.e., to maximize their own outcomes) with those who take a stewardship perspective (i.e., to maximize outcomes

for all key parties; Davis, Schoorman, & Donaldson, 1997). Taking an agency perspective typically results in making decisions that seem to be in the best interest of senior leaders, whereas taking a stewardship perspective leads to decisions that are in the best interest of various stakeholders.

The third barrier concerns how the organization maintains its competitive strategy in its industry. Organizations with innovation and/or differentiation (focus on quality and service) strategies would encourage high employee involvement and creativity, whereas a cost-reduction strategy would rely more on formulaic processes and predictable behaviors from employees (Schuler & Jackson, 1999). In support of this, Guthrie, Spell, and Nyamori (2002) found that high involvement practices were associated with higher productivity in organizations with a differentiation strategy, but had no effects in organizations with a cost-reduction strategy.

Fourth, research suggests that both the organization and the work unit need a climate that supports employee involvement (Chelte, Hess, Fanelli, & Ferris, 1989; Riordan, Vandenberg, & Richardson, 2005; Vance & Tesluk, 1999). The extent of this climate is influenced by the level of management support for employee involvement, the extent to which employees are trained appropriately for involvement purposes, and the extent to which employees are recognized or rewarded for their involvement. In addition, Vance and Tesluk (1999) argued that if the methods of involvement do not fit the current context (i.e., using methods of involvement with which managers and employees are comfortable and that are supported by current technology, time, and other resources), then those methods are not likely to result in the desired positive outcomes.

Thus, practitioners must be able to adequately assess the barriers to employee involvement and either (a) develop strategies and tactics to reduce the effect of those barriers, or (b) tailor employee involvement strategies and tactics so that they fit with the constraints that those barriers provide. By paying attention to specific barriers that exist, practitioners can work with organizations to design employee involvement practices that can be institutionalized within the organization. Thus, whatever the intervention, whether it be a work-life balance practice, a health and wellness program, or some other initiative, practitioners and managers should consider existing barriers when developing and implementing the initiative, so as to increase the likelihood that the program or policy will have the desired effect.

Conclusions and Implications for Consulting Psychology

The use of effective employee involvement practices provides a way for practitioners and organizational leaders to think through the interplay between an organization's internal systems, current employee benefits, and strategic options for allowing the two to work synergistically, rather than in isolation. In addition, the examples we have provided demonstrate that an organization does not have to be a megacorporation with abundant resources to create a healthy environment. Smaller organizations can also achieve a healthy workplace, but must take care to identify to the high-leverage opportunities, as they typically do not have the slack resources necessary to offer a cafeteria-style approach. Additionally, organizations must keep in mind their specific contextual barriers that may affect their ability to implement various types and levels of involvement practices. In this regard, practitioners can utilize effective employee involvement mechanisms to assist these organizations in developing, communicating, implementing, and refining sustainable programs that produce a mutual benefit for the business and its employees.

In conclusion, developing and implementing effective employee involvement mechanisms has high-leverage potential. However, like other planned change mechanisms, effective employee involvement requires effective change management techniques. Borrowing from Levinson (1972), successful development of employee involvement will require (a) the recognition that employee involvement is important, (b) a proper assessment of what types of involvement can be supported by the organization and the organization's willingness to adopt involvement mechanisms, (c) the allocation of resources to ensure that involvement techniques are successful (i.e., to motivate employees to be involved and to reward that involvement), and (d) specific goals and strategies that focus specifically on the organization's level of employee involvement. By developing a sound change management strategy in the domain of employee involvement, an organization can potentially reap benefits that extend beyond involvement itself.

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