

The importance of employee involvement in work activities to overall productivity

Dalia Khalid Faeq

Department of Business Administration, Faculty of Humanities and Social Science, Koya University, Koya, Kurdistan Region, Iraq.
Department of Business Administration, College of Business, Komar University of Science and Technology, Sulaymaniyah, Kurdistan Region, Iraq

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Abstract

In order for businesses to function efficiently, they should perform routine maintenance on their equipment and assets. This article aimed to evaluate the role and importance of employee involvement in work activities and their influence on overall productivity. The author selected several employee involvement dimensions (leadership, team work, training and career development, compensation, and organizational policies) to measure the impact on overall productivity. The current study used quantitative research methods to analyze and find the impact of employee involvement on overall productivity through the use of an academic questionnaire adopted from academic resources. The study targeted private sectors in the Kurdistan region of Iraq. The study was able to gather 97 questionnaires filled out properly by participants working in private sectors in the Kurdistan region of Iraq. According to the findings of the research, involvement and commitment appear to go hand in hand. Also, it is very likely that productivity will be affected by both the main effects of each factor and the effects of how these factors interact with each other.

Keywords— Employee Involvement, Commitment, Productivity

I. INTRODUCTION

Companies are required to perform regular maintenance on their assets and machines in order to operate effectively. According to Ahmed and Faeq (2020), an efficient maintenance strategy will considerably add value to the production operations of an organization and, as a consequence, the organization's business. Productivity is a well-known and forward-thinking preventative maintenance program that many manufacturers have used. Productivity is an integrated life-cycle method that employs the concept of maximizing a company's overall equipment efficiency by including all of its workers in well-planned small-group activities. This approach encourages everyone in the company to work together to achieve this goal (Al-dalahmeh et al., 2018). Anwar and Shukur (2015), in their discussion on the role of productivity in the enhancement of business excellence, viewed productivity as an innovative approach to maintenance programs because it maximizes the effectiveness of the equipment, eliminates breakdowns, and promotes autonomous maintenance through day-to-day activities that involve the entire workforce of the company (Morikawa, 2020). The tangible resources that once served as the foundation for a company's long-term viability and

competitiveness have been largely eclipsed by the importance of intangible assets. Today's "knowledge economy" is increasingly being defined by knowledge-based resources, talents, and competences that are reflected in an organization's intellectual capital (Anwar, 2016). As a result, businesses are shifting their attention to their human, intellectual, knowledge management, and information systems resources. This is being done in recognition of the vital role these resources play as the driving force behind their success and the sustainability of their competitive advantage, as well as to encourage practices that foster innovation. As a result, businesses work hard to cultivate dedicated workforces by implementing the most effective strategies for ensuring the retention of employees (Faeq, 2022). One example of such an approach is the capability of organizations to adopt more positive organizational attitudes, such as increased employee involvement and increased job satisfaction. In addition, having a workforce that is motivated, involved, and committed is regarded as an important asset to the success of an organization. This is because keeping employees motivated, committed, and interested in their jobs leads to more work being done and fewer people leaving their jobs (Hameed and Anwar, 2018). Involvement in one's work has recently come to the

forefront as a very important aspect in the success of an organization. According to Jena et al. (2018), job participation is considered as a technique of boosting productivity and generating work conditions in which individual goals and organizational goals are merged. Because of their participation, employees report higher levels of happiness and the organization experiences higher levels of productivity. It has been claimed that job involvement is one of the top organizational priorities (Anwar, 2017). This is due to the fact that encouraging employee involvement can increase the effectiveness of a company. This research will center on investigating the concepts of job involvement and organizational commitment as well as the relationship between the two, given that these are considered to be two factors of vital importance for organizations to function properly and survive in today's ever-changing environment. Furthermore, job satisfaction is selected as another factor to be investigated in terms of its mediating influence on the relationship between job involvement and organizational commitment because numerous studies have stated the significance of job satisfaction for organizational commitment and overall organizational performance (Faeq et al., 2020).

II. LITERATURE REVIEW

Productivity

The Eastern perspective and the Western perspective are the two primary vantage points through which one might define productivity (Nagy et al., 2018). The following is a list of the five components that, according to the Developing countries way of thinking, comprise the notion of productivity: (1) it necessitates the participation of equipment designers, operators, and maintenance department employees; (2) it establishes a total (company-wide) productive maintenance system that includes maintenance prevention, preventive maintenance, and improvement-related maintenance; (3) it strives for the most efficient use of equipment (Anwar and Shukur, 2015); (4) it involves every employee from top management to bottom management; and (5) it promotes and implements productivity. In a nutshell, the term "productivity" refers to the collaborative effort made by all of an organization's departments, most notably those in charge of production and maintenance, in order to achieve an ever-increasing level of excellence in terms of product quality, operational efficacy, capacity assurance, and safety (Young et al., 2018). Although the Western approach to productivity acknowledges the definition provided by their Developing countries counterparts, previous Western scholars (Ariyani and Hidayati, 2018) have provided more generic definitions

of the construct that are felt to be more suited to the Western manufacturing context. This is despite the fact that the Western approach to productivity also acknowledges the definition provided by their Developing countries counterparts. According to Anwar and Shukur (2015), productivity is a reflection of a partnership between the maintenance and production organizations to improve product quality, reduce waste, reduce manufacturing costs, increase equipment availability, and improve the overall state of maintenance throughout the company. In addition, Faeq et al. (2021) stated that the purpose of productivity is to increase the total efficiency of the equipment through the active participation of the operators. In addition, the goal of productivity is to foster an enterprise-wide strategy aimed at reaching a predetermined level of performance in manufacturing. This level of performance is measured in terms of the efficiency of the equipment, machines, and processes (Pinzone et al., 2019). The concept of "productivity" rests on the notion that operators of production equipment collaborate on preventive maintenance activities, offer assistance to technicians in the event that equipment requires repairs, and engage in collaborative efforts to improve both the equipment and the processes that they use (Anwar and Qadir, 2017). Productivity experts (Faeq et al., 2021) are in agreement that a common feature of either the Developing countries or Western approach to productivity is to strive for three common goals, namely zero defects, zero accidents, and zero breakdowns. This is a common feature of either the Developing countries or Western approach to productivity. These academics are also in agreement that the goal of activities centered on productivity is to enhance productivity, quality costs, costs of products, delivery and the movement of items, safety of operations, and worker morale. Even though, according to a summary provided by Toscano and Zappalà (2020), there are fundamentally five pillars that support productivity development: This paper will only focus on four elements in accordance with Anwar and Shukur (2015), namely focused improvement, autonomous maintenance, planned maintenance, and early equipment management. The first step is to implement improvement activities designed to enhance equipment efficiency. The second step is to establish a system of autonomous maintenance to be performed by equipment operators. The third step is to formulate a planned maintenance system. The fourth step is to develop training courses. The fifth step is to set up a system for early equipment management and designing to avoid maintenance (Abdullah et al., 2017). The examination of technical breakdowns and the implementation of preventative measures against significant production losses are the two components of focused improvement. Function-

loss breakdown and function-reduction breakdown are the two categories that fall under the umbrella term "breakdown." A breakdown that results in a loss of production is known as a function-loss breakdown (Davidescu et al., 2020). In this type of breakdown, all of the equipment stops functioning. The term "function-reduction breakdown" refers to the deterioration of equipment, which results in additional losses (including extended set-up and adjustment times, frequent idling and minor stoppages, decreased manufacturing speed, prolonged cycle times, and increased defects in process and during start-up) despite the fact that the equipment is still capable of functioning. As a result, the most important part of the focused improvement process is to set up the best conditions for the operation and maintenance of equipment (Anwar and Zebari, 2015).

Every operator in productivity is responsible for the upkeep and maintenance of their own equipment. Each operator is responsible for focusing on seven tasks in order to achieve continuous improvement: the initial cleaning and restoration of the equipment; addressing the sources of dirt or contamination; identifying areas that are difficult to clean and inspect; establishing cleaning and lubrication standards; performing overall inspections; adhering to autonomous standards and schedules; and performing autonomous supervision (Faeq et al., 2022). In order to accomplish this goal, the operators themselves need to receive training in the abilities that are necessary. Maintenance specialists are now able to devote more of their time to higher-level maintenance, engineering improvement, and operator training as a result of the practice of delegating simple and routine maintenance tasks to operators in businesses that are focused on increasing their levels of productivity (Chams and García-Blandón, 2019).

Maintenance can be broken down into three categories: breakdown, preventative, and predictive. Planned maintenance encompasses all three of these categories. To put it another way, planned maintenance activities place an emphasis on monitoring mean durations between failures and using the analysis obtained from this monitoring to establish intervals for jobs in the yearly, monthly, and weekly maintenance calendar (Anwar, 2017). Both planned maintenance and autonomous maintenance are required to work effectively together. Diagnostic methods should be used to keep an eye on the state of the equipment so that planned maintenance costs can be kept to a minimum (Faeq et al., 2022). Early equipment maintenance can be broken down into three primary categories, which are equipment development planning, life cycle costing, and maintenance preventative design, respectively. Before it can be used in regular operations, the manufacturing equipment will need to go through the processes of being fabricated, installed,

and tested (Faraj et al., 2021). After the early failure phase of the equipment has passed, the operational data will then be communicated to the maintenance-free design state. This data will thereafter be utilized to construct equipment that does not require maintenance in the future (Kovacova and Lăzăroiu, 2021).

Job characteristics have been defined as traits or aspects of the work itself that are modifiable, measurable, and reasonably objective (Anwar, 2017). There are five basic job dimensions, as described by the Job Characteristics Model that was developed by Abbas (2020). (skill variety, task identity, task significance, autonomy, and feedback). In turn, these traits will lead to a number of important psychological states that, in the end, will lead to better personal and professional outcomes (Othman et al., 2020), such as higher levels of satisfaction and work performance, higher levels of internal motivation, and lower rates of absenteeism and employee turnover (Hafeez et al., 2019). The term "skill diversity" refers to the extent to which a job needs a variety of different tasks in the course of performing the work, each of which calls for the individual to make use of a number of their unique abilities and capabilities (Anwar, 2017). The degree to which a job calls for the execution of a "complete" and distinguishable piece of labor is what we mean when we talk about task identity. This means doing a task all the way through, from start to finish, with a clear goal in mind (Faeq et al., 2022). The significance of a task is reflected in the degree to which the job has a significant impact on the lives or work of other people, whether those people are located within the immediate organization or in the environment outside the company (Anwar, 2016).

The term "autonomy" refers to how much freedom, independence, and choice a person has in planning their work schedule and choosing the methods they will use at work (Cop et al., 2020).

The term "feedback" refers to the degree to which an individual is provided with direct and understandable information regarding the efficacy of his or her performance as a result of carrying out the work activities that are required by the job (Anwar and Surarchith, 2015). The Job Characteristics Model is connected to three core job dimensions, which are skill diversity, task identity, and task importance. When these three core position dimensions are combined, they serve to produce meaningful employment for the person holding the job (Faeq, 2022). In other words, if a job possesses these three qualities, the person holding the position will consider the employment to be important, valuable, and desirable. In addition, employees who have professions that allow for some degree of autonomy are more likely to feel a sense of personal responsibility for the

outcomes of their work (Sadq et al., 2020). In a similar vein, if a job offers feedback to its employees, those employees will be aware of how well they have fulfilled their duties. The Job Characteristics Model (JCM) suggests that job incumbents will obtain internal rewards when they learn (knowledge of results) that they personally (Sadq et al., 2020) have performed well on a task that they care about. This is because the JCM suggests that job incumbents will obtain internal rewards when they learn that they personally (experienced responsibility) have performed well on a task that they care about (experienced meaningfulness). When these three psychological states are more common, employees will not only be more motivated, perform better, and be happier overall, but they will also miss less work and be less likely to quit their jobs (Yong et al., 2020). It is inevitable that productivity will have an effect on the work quality of employees. Because of productivity, the workers' jobs will become more satisfying, and their tasks will become more intertwined with those of the business as a whole (Anwar and Ghafour, 2017).

III. EMPLOYEE INVOLVEMENT

According to Faeq (2022), as part of the productivity philosophy, the operators and the maintenance personnel need to have a stronger grasp of each other's role. Furthermore, within such a framework, these two types of employees frequently have to acquire some new abilities. For instance, operators need to be able to perform basic preventative maintenance on the equipment, such as checking, cleaning, and lubricating it on a routine basis; this requires them to learn extra skills. They also need to be able to make minor adjustments to the equipment (Kaasinen et al., 2020). The employees who work in maintenance, on the other hand, are freed from their traditional duties, which require lower levels of skill, and are given the ability to perform jobs that require the use of higher levels of skill as well as multiple skills (Faeq et al., 2021). These jobs include major repairs, overhauls, equipment improvements, more complex preventive maintenance, and the replacement and acquisition of physical assets (Anwar, 2017). Baptiste (2019) provided support for the existence of multi-skills enhancement among both operators and craft workers (mechanical and electrical) in manufacturing companies that implement productivity as a result of the greater responsibilities imposed on them. This enhancement occurs as a result of the greater responsibilities imposed on them by the implementation of productivity (Sadq et al., 2021). These considerations give the impression that participation in productivity will have a positive influence on the employees' ability to draw on a wide range of skills (Anwar and Climis, 2017). When performing autonomous

maintenance, operators are responsible for carrying out a number of different maintenance chores in stages, beginning with the first cleaning of a specific piece of equipment and continuing with the ongoing inspection and improvement of standards (Ramos and Galleto, 2020). When this is done, operators are able to finish a work item in its entirety and in a way that can be easily identified from beginning to end. In a similar vein, it has been found in previous research (Anwar and Louis, 2017) that an increase in job scope as a result of greater responsibilities associated with the need to maintain and improve machine operations imposed on operators and maintenance workers is likely to enhance their sense of task identity. These greater responsibilities were imposed as a result of the necessity to maintain and improve machine operations. In conclusion, it seems reasonable to think that employees who take part in productivity programs will most likely feel more connected to their jobs (Sabagh et al., 2018). According to what has been found, one of the goals of productivity is to reduce the number of quality flaws (Abbas and Sağsan, 2019). Performing quality maintenance, which is a collection of actions that require the detection and control of equipment components that cause variability in a product, is one technique to achieve this goal. Quality maintenance is an umbrella term for a variety of practices (Choudhury et al., 2021). As a consequence of this, the goods that are produced will be of a greater quality at a lower cost, which will eventually be to the customer's benefit and result in the customer's happiness. Caldera et al. (2019) also argued that the advantages brought about by productivity might potentially be extended to the entirety of society. The application of productivity helps minimize accidents with machines, particularly at the production lines, and the contamination that follows, so minimizing any potential detrimental impact that may have been caused to the organization's employees as well as the environment (Faeq et al., 2020). In other words, an individual's participation in activities that promote productivity is likely to have a major effect on the lives of those around them. Based on this research, it seems likely that an employee's participation in their company's productivity activities could make the task they are doing more important (Sima et al., 2020).

The concept of empowerment for workers inside an organization that engages in productivity has garnered support from previous researchers in the form of works (Ahmed and Faeq, 2020). Workers, particularly operators, are given the authority and opportunity to look after the conditions and efficiency of the equipment and machines under their care, and this autonomy and opportunity are given to them specifically (Al-dalahmeh et al., 2018). They have the authority to make decisions and begin corrective activities in order to reduce the likelihood of unscheduled

breakdowns. When conditions are like this, there will be more room for employees to exercise their independence and flexibility. In addition, as Anwar and Shukur (2015) point out, operators need to take part in presenting ideas and suggestions to improve the production line through small group activities. This, in turn, will lead to them experiencing more autonomy in their work. Therefore, one could argue that employee participation in activities involving productivity will result in increased levels of autonomy on their part (Morikawa, 2020).

The application of the productivity method helps to increase communication between departments, particularly that which exists between the manufacturing, engineering, and maintenance groups (Anwar, 2016). For example, in the process of focused improvement, cross-functional teams

made up of employees coming from a variety of fields are mandated to take part in a variety of activities with the goal of reducing the amount of time and resources wasted during production. Together with the partnership method (Hameed and Anwar, 2018), these members of the team need to cooperate, share information, and take on common tasks in order to increase the amount of feedback that is received. As another component of the equipment evaluation process, workers are tasked with maintaining a vigilant vigil over the mean times between failures of the various pieces of machinery. These statistics provide the workers with the feedback they need to initiate the following corrective measures. Participation in activities requiring productivity is likely to result in increased levels of feedback in this setting (Jena et al., 2018).

IV. CONCEPTUAL FRAMEWORK

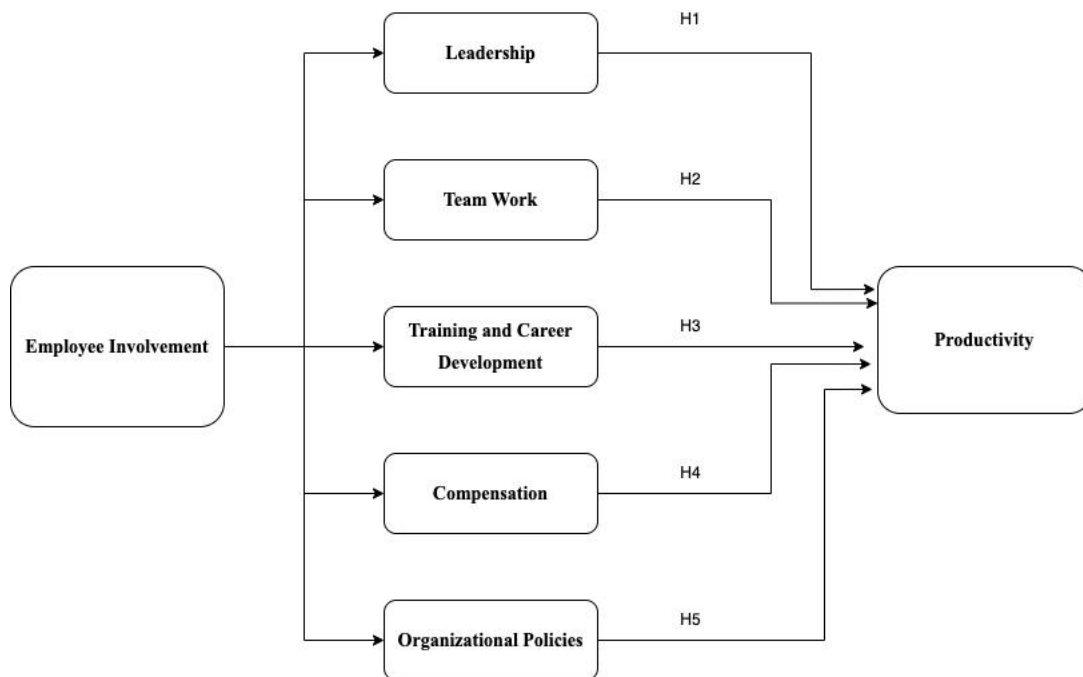


Fig.1: Conceptual Framework

V. RESEARCH METHODOLOGY

This article aimed to evaluate the role and importance of employee involvement in work activities and their influence on overall productivity. The author selected several employee involvement dimensions (leadership, team work, training and career development, compensation, and organizational policies) to measure the impact on overall

productivity. The current study used quantitative research methods to analyze and find the impact of employee involvement on overall productivity through the use of an academic questionnaire adopted from academic resources. The study targeted private sectors in the Kurdistan region of Iraq. The study was able to gather 97 questionnaires filled out properly by participants working in private sectors in the Kurdistan region of Iraq.

VI. FINDINGS

Table 1: Factor analysis- Observed Data Correlation Matrix

Items	(1)	(2)	(3)	(4)	(5)	(6)
Leadership (1)	1.00					
Team Work (2)	.91	1.00				
Training and Career Development (3)	.89	.82	1.00			
Compensation (4)	.77	.79	.68	1.00		
Organizational Policies (5)	.64	.59	.49	.72	1.00	
Productivity (6)	.71	.81	.63	.39	.86	1.00

The observed data correlation matrix is shown in Table (1), which was generated using factors analysis for all variables (Leadership, Team Work, Training and Career Development, Compensation, Organizational Policies). The research showed that the ranges of all variables lie within the acceptable range for measuring organizational innovation (between 0.001 and 1.00).

Table 2: SAS PCA Output

Eigenvalues of the Correlation Matrix				
Items	Eigenvalue	Difference	Proportion	Cumulative
Leadership	0.7117449	.231147184	0.0812	.94385
Team Work	0.8755911	.123522336	.07256	1.0000
Training and Career Development	1.1557199	.293522191	.36988	.91521
Compensation	2.4775511	1.25223589	.35661	.81991
Organizational Policies	2.03251142	0.39685511	.02144	.06119
Productivity	0.7888712	.0999812	.00612	.599121

The results of applying factor analysis to all variables, as shown in Table (2), are displayed via SAS's principal component analysis (Leadership, Team Work, Training and Career Development, Compensation, Organizational Policies). The results of the study showed that any one of the traits could be used to judge how innovative a company is.

Table 3: Correlation Analysis

		(1)	(2)	(3)	(4)	(5)	(6)
Leadership (1)	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	97					
Team Work (2)	Pearson Correlation	.611**	1				
	Sig. (2-tailed)	.002					

	N	97	97				
Training and Career Development (3)	Pearson Correlation	.701**	.499**	1			
	Sig. (2-tailed)	.000	.000				
	N	97	97	97			
Compensation (4)	Pearson Correlation	.631**	.591**	.432**	1		
	Sig. (2-tailed)	.000	.001	.000			
	N	97	97	97	97		
Organizational Policies (5)	Pearson Correlation	.712**	.709**	.699**	.651**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	97	97	97	97	97	
Productivity (6)	Pearson Correlation	.661**	.696**	.704**	.677**	.668**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	97	97	97	97	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3 shows the results of a correlation analysis between (Leadership, Team Work, Training and Career Development, Compensation, Organizational Policies) and productivity. The results of correlation analysis among independent variables and dependent variable showed that the r value between leadership and productivity is .661** , this demonstrated a positive correlation between leadership and productivity. The r value between team work and productivity is .696** , this demonstrated a positive correlation between team work and productivity. The r

value between training and career development and productivity is .704** , this demonstrated a positive correlation between training and career development and productivity. The r value between compensation and productivity is .677** , this demonstrated a positive correlation between compensation and productivity. The r value between organizational policies and productivity is .668** , this demonstrated a positive correlation between organizational policies and productivity.

Table 4: Multiple Regression Analysis

Models	Fixed Effects Model	Coefficient	T-ratio	P-value
Model 1 Leadership	Const	09.1129	1.1781	.0031
	Beta	.699		.0000
	Size	1.5661	1.0912	.002
	Adj R ²		.49	
	F-Value		8.711**	
	Durbin-Watson		1.966	
	Const	07.455	.09821	.0029
	Beta	.649		.000

Model 2 Team Work	Size	.04321	.0989	.003
	Adj R ²		.5991	
	F-Value		.9623**	
	Durbin-Watson		1.067	.6991
Model 3 Training and Career Development	Const	.95561	.19818	.0012
	Beta	.701		.000
	Size	1.009	.0492	
	Adj R ²		.611	
	F-Value		.8004**	
	Durbin-Watson		1.291	
Model 4 Compensation	Const	1.771	.04881	.006
	Beta	.691		.000
	Size	1.067	.7991	
	Adj R ²		.631	
	F-Value		6.534**	
	Durbin-Watson		1.621	
Model 5 Organizational Policies	Const	2.889	0.1761	0.005
	Beta	.601		.000
	Size	1.451	.712	
	Adj R ²		.643	
	F-Value		7.399**	
	Durbin-Watson		1.512	

Dependent Variable: Productivity , ** significant at 0.05

The findings revealed that all variables are significant at the level 0.05, furthermore the results of Beta were found to be higher than .005 which indicated that all variables influence productivity significantly. In addition, it was found all R square are higher than 50% which indicated that all variables are explained significantly. Based on the findings, it was found that all developed research hypotheses are supported which they stated to have positive and significant influence between (Leadership, Team Work, Training and Career Development, Compensation, Organizational Policies) and productivity.

VII. CONCLUSION

The evidence suggests that expedient performance outcomes are the result of an organization's culture of participation and involvement, as well as its propensity to use involvement that mirror this culture and indicate that the organization values employees and their input. In addition, the evidence suggests that expedient performance outcomes are the result of an organization's tendency to use practices that indicate that the organization values employees and their input. For instance, Arthur (1994) discovered that practices that stressed the building of employee commitment resulted in higher production than practices that were more control-oriented. This was the case even when comparing the same set of practices. The author also asserted that these "commitment" employee involvement systems were distinguished by higher percentages of

average wage rates, as well as higher levels of employee involvement in managerial decisions, formal participation programs, and training in group problem-solving, all of which contributed to increased levels of employee involvement. People are more inclined to commit themselves to an organization if they believe that the organization is committed to them first and foremost. Commitment is a commodity that can be bought and sold (Fuller, Barnett, Hester, & Relyea, 2003). According to research conducted by Martin, Parsons, and Bennett (1995), even after being fired or laid off, individuals who participated in employee participation programs reported stronger levels of organizational commitment than those who did not participate in such programs. An organization is sure to benefit from having someone with such a strong commitment to their cause. If it is directed appropriately, it has the potential to have a significant impact on productivity as well as other aspects of an organization's operations. According to the research results, participation and commitment seem to go hand in hand, and it seems likely that both the main effects of each factor and the effects of how they interact with each other will have an effect on productivity.

VIII. IMPLICATIONS AND DIRECTIONS FOR FUTURE INQUIRY

Employee participation and organizational commitment are both cultural constructs that have implications for employee involvement. Employee involvement, in turn, has an impact not just on performance but also on productivity. Research has demonstrated that increasing an employee's ability to engage in the decision-making process pertaining to their work, access to relevant information, the opportunity to develop appropriate skills, and the possibility of earning appropriate incentives leads to an increase in productivity. Research has also demonstrated that an employee's dedication to their organization can induce behaviors that favorably enhance organizational productivity. Those actions include: As a result, employee involvement strategies that promote employee involvement and foster organizational commitment should be embraced in an effort to boost organizational productivity. This should be done while also taking into account other organizational factors such as strategic goals and other cultural elements (for example, people orientation, aggression/competitiveness, etc.). This should be done in an effort to boost organizational productivity. In light of the fact that HR procedures frequently serve as a mirror image of company culture, it is important to consider the consequences for employee engagement. The amount of empirical study that has been conducted on the effects of employee involvement

on productivity has been quite limited (Jones, Kalmi, & Kauhanen, 2010). Therefore, there is a lot that can be learned from researching EI dimensions (such as power, information, knowledge/skills, and rewards) both on their own and in the context of employee participation in an employee involvement. For example, research needs to be done to figure out which HR practices related to each dimension are the most effective at boosting productivity. Also, researchers need to take into consideration the possibility that distinct dimensions of employee participation, as well as EI as a whole, are variably associated with different productivity results (e.g., output, sales, and quality). In a similar vein, other aspects of commitment, including affective, continuation, and normative aspects, may have varying degrees of strength in their associations with various productivity outcomes. It would be beneficial to conduct additional research on these ideas. Personality constructs, which have a tendency to influence both employee involvement and organizational productivity, should be the focus of further research, as they have the potential to have an impact on the involvement-productivity relationship and could potentially have an impact on the relationship. For instance, employees who are high in conscientiousness have a greater tendency to be involved in the workplace and to perform better than employees who are low in conscientiousness. This is in contrast to employees who are low in conscientiousness, who have a lower tendency to be involved in the workplace. In order to throw further light on the moderating variables that are involved in the relationship, other trait components, in addition to state factors, should be studied. An analysis of the relevant research has found that there are worries over potentially harmful factors such as stress, which have an impact on employees and, as a result, their levels of contentment, motivation, dedication, and overall productivity. The overall productivity of the organization is impacted as a direct result of this, in turn. Therefore, additional studies have to be done to investigate the role of a "healthy" workplace in relation to the model discussed in this article. Employee involvement as one of five healthy workplace practices that influence employee well-being (including commitment) as well as numerous organizational improvements. Employee involvement was identified as one of the five healthy workplace practices that influence employee well-being (including productivity). Because they have the potential to play a significant role in the accomplishment of the organization's goals, creative and innovative organizational practices that are beneficial to the health and happiness of workers should receive a greater degree of attention. The evidence suggests that expedient performance outcomes are the result of an organization's culture of participation and involvement, as well as its

propensity to use involvement strategies that mirror this culture and indicate that the organization values employees and their input. In addition, the evidence suggests that expedient performance outcomes are the result of an organization's tendency to use involvement strategies that mirror this culture. In addition, the evidence suggests that expedient performance outcomes are the result of an organization's tendency to use practices that indicate that the organization values employees and their input. This notion is supported by the fact that organizations tend to use practices that indicate that they value employees and their input. This was the case even when comparing the same set of practices. Even when comparing the exact identical set of practices, this was still the case. The author also asserted that these "commitment" employee involvement systems were distinguished by higher percentages of average wage rates, as well as higher levels of employee involvement in managerial decisions, formal participation programs, and training in group problem-solving, all of which contributed to increased levels of employee involvement. In addition, the author asserted that these "commitment" employee involvement systems were distinguished by the fact that these "commitment" employee involvement systems were distinguished by higher percentages of average wage rates. People are more likely to commit themselves to an organization if they perceive that the organization is committed to them first and foremost. This makes it more likely that people will volunteer their time for the organization. It is possible to buy and sell commitment just like any other commodity. According to the findings of research carried, individuals who participated in employee participation programs reported higher levels of organizational commitment than those who did not participate in such programs, even after they had been terminated from their positions or laid off. Having someone who is so strongly committed to their cause as a member of their team is bound to be beneficial to the organization. It has the ability to have a substantial impact on productivity as well as other elements of an organization's operations if it is directed appropriately, and this impact could be positive or negative. According to the findings of the research, involvement and commitment appear to go hand in hand. Also, it is very likely that productivity will be affected by both the main effects of each factor and the effects of how these factors interact with each other.

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