

THE ADDED VALUE OF EMPLOYEE INVOLVEMENT AND PARTICIPATION PRACTICES THROUGH THE LENS OF EMPLOYEE RELATIONS AND HUMAN RESOURCE MANAGEMENT: A THEORETICAL REVIEW

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ABSTRACT

The aim of the study is to evaluate and broaden existing theory and research on the added value of employee involvement and participation practices through the lens of Employee Relations and Human Resource Management. The review includes 62 articles published during the period 2003-2018 and evaluates the type of research of publications, empirical or theoretical, the research methodology, the sectors and services where the research is conducted and the main findings. The dimensions of employee participation have a strong impact on organizational performance, employee behaviors and attitudes. This study divides recent research on employee participation into ten thematic categories including (1) organizational performance (business performance, productivity, business success and competitive advantage), (2) forms and practices of employee participation, linking employee participation with (3) job satisfaction and (4) organizational commitment, (5) employee and management perceptions and attitudes towards participation, the relationship of employee participation to (6) change management, (7) the work environment, (8) staffing strategy and (9) the financial crisis and (10) the effects of employee participation. The findings of this study underline the added value of employee participation practices offering practical implications and suggestions to improve employee participation with the aim to increase the effectiveness of both Human Resource Management function and Organization.

Keywords: Employee relations, Employee involvement, Employee participation, Employee voice, Human resource management.

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