

Operationalizing Involvement via the Provision of Information to Employees

Stavros Georgiades¹, Georgio Georgiades²

(1. Frederick University, Cyprus; 2. Hult International Business School, London, UK)

Abstract: This is an inductive study in a media organization to understand how managers think they can work to achieve employee involvement via the provision of information to employees, highlighting the importance of both the characteristics of the information and the necessary assistance to ensure employees appreciate and use the information to influence organizational affairs.

Key words: employee involvement; information provision; information characteristics; information appreciation organizational arrangements

JEL code: M1

1. Introduction

Despite the recognized role of employee involvement there has been little research on the way management can work to achieve employee involvement and contributions. The purpose of this paper is to eliminate this lacuna.

From a theoretical perspective there has been a lot of interest in the concept of employee involvement and contributions towards organizational decisions and operations, mainly due to its positive effects on both the organization's employees and the organization in general (Delaney & Sockell, 1990; Schwochau & Delaney, 1997; Tesluk, Vance & Mathieu 1999; Miles, 2001; Neubert & Cady, 2001; Ketokivi & Castaner, 2004; Tangirala & Ramanujam, 2008; Zhang & Bartol, 2010).

2. Problem Statement

Even though these theoretical views are helpful, outstanding issues remain. Although there is a great deal of literature about the importance of gaining employee involvement in order to implement change, the existing theoretical views have not dealt adequately with the way managers who are actually responsible for the implementation of employee involvement actually think and how they act in order to achieve employee involvement and contributions via the provision of information to employees. Also, there is little empirically grounded theoretical account of how employees think about how management can operationalize employee involvement via the provision of information to employees.

Stavros Georgiades, Ph.D. in Management, Frederick University; research areas: organization studies/media management. E-mail: bus.gs@frederick.ac.cy.

Georgio Georgiades, Ph.D. in Management, Hult International Business School; research areas: change management/organizational psychology. E-mail: georgio.georgiades@faculty.hult.edu.

3. Research Question—Objectives

In order to address this gap, the paper is organized around the following research question: What are the managers' perceptions of the characteristics of the information and the related assistance they need to provide employees with, to enable and encourage them to get involved and to contribute? The setting is the radio and music department of a media organization.

The result reported here is a set of propositions which extend current theoretical thinking. The evidence suggests that the information provided by management to employees needs to relate to their area, be relevant (essential and specific to a particular operation/decision), adequate (structured to separate all its components and accurate), controllable and timely.

The findings also indicate that management needs to assist employees appreciate the information provided by expressing confidence in them, clearly defining their responsibilities, explaining the way information is produced by involving them with its production, providing them with technical training, ensuring all information is received by all employees, and promoting and encouraging feedback and adjustments. The empirical grounding of those ideas is the subject of this article.

4. Literature Review

Several academics have come up with many abstract notions relating to the provision of information to employees, aiming for employee influence in organizational affairs.

One research stream deals with the characteristics of the information provided by management to employees arguing that needs to be (1) related to the employees' area of operations, (2) relevant, essential and specific to a particular operation/decision, (3) adequate, structured to separate all its components and accurate, (4) controllable and not imposed without the employees influence, and (5) timely so that it can be of any use to employees (Wall & Lisheron, 1977; Jackson-Cox, McQueeney & Thirkell, 1987; Purdy, 1993; Morgan & Zeffane, 2003; Lewis, Schmisser, Stephens & Weir, 2006; Zhang & Bartol, 2010).

Another research stream emphasizes the management assistance that can be provided to employees in order to understand and appreciate the information provided, referring to regular expressions of confidence in employees, formal technical training, assistance provided to ensure employees can understand how the information has been prepared, management control over the amount of information provided, and finally methods of identifying and rectifying related employee problems (Bandura, 1986; Conger, 1986; Block, 1987; Conger & Kanungo, 1988; Nord, Rosenblatt & Rogers, 1993; Klein, 1996; Gill, 1996; McHugh, 1997; Clayton & Gregory, 2000; Rusaw, 2000; Ketokivi & Castaner, 2004; Detert & Burris, 2007; Tangirala & Ramanujam, 2008).

So how do the provision of information and the related assistance lead to employee involvement? This question suggests that extant views need to be linked to employee involvement. This observation coupled with the limited research on employee involvement led to the inductive research described in this paper.

5. Research Methods

The study used a multiple case design that allowed a replication logic, where a series of cases (interviews) is treated as a series of experiments, each case serving to confirm or disconfirm the inferences drawn from the others (Yin, 2003). The study also employed an embedded design, that is multiple levels of analysis, focusing at three

levels: (1) the management team (2) provision of information and (3) related assistance. Although an embedded design is complex, it permits induction of rich and reliable models (Yin, 2003).

6. Data Collection

To obtain multiple perspectives, 22 in-depth interviews were conducted over a period of five months with the departmental manager (DM) of the technical department and the DM, the middle managers (MMS) and the working unit leaders (WULS) of the three departmental areas (Talk Area First Radio, Music Area First Radio, Third Radio) of the radio and music department.

There were three data sources: (1) initial interview with the manager of the technical department (2) semi-structured interviews with the seven managers of the radio and music department (3) secondary sources.

DM of the Technical Department. An entry interview, using a semi-structured format was conducted with the DM of the technical department who usually only gave some general information about a Personnel Development Program (PDP) which had recently been introduced, aiming amongst other things to achieve employee involvement in the decision making process by improving employee skills and knowledge.

Seven Managers of the R&M Department Interviews. After the initial interview with the manager of the technical department, semi-structured interviews with all managers of the radio and music department were conducted. Initial interviews involved questions about the operations and structure of the department, as well as the implementation of the PDP. The second and third set of interviews became more structured and questions during these interviews involved the provision of information and the related assistance management provided employees with to achieve their involvement. 13 matters were discussed in total (Appendix). The interviews were all taped.

Immediately after, the interview facts and impressions were cross-checked. Several rules were followed. The “24-hour rule” required that detailed interview notes be completed within one day of the interview. A second rule was to include all data, regardless of their apparent importance at the time of the interview.

The combination of multiple informants, “courtroom questioning” that focused on factual accounts of what informants did or observed others doing (Huber & Power, 1985) helped to avoid informant speculation, a tandem interviewing addressed some previous criticisms of research relying on managers’ recollections (Schwenk, 1985).

Secondary Source and Other Data. Internal documents were examined as available, including the organization’s annual summary and the annual published radio and music departmental review.

7. Description of the Change Effort

The managers were initially asked to elaborate about the PDP, which according to the DM of the Technical Department had recently been introduced, and the following details were provided.

In their aim to reduce costs and increase production, in order to enable the organization to face up to a more competitive media environment, the directors of the organization had recently introduced the PDP. This program aimed amongst other things to improve employee skills and knowledge, and consequently achieve employee involvement which as a result could influence organizational decisions.

The Board of Directors (Board) decided the implementation of the PDP at the beginning of the year. During the first three months the Board organized several meetings with the management staff of all departments to inform them about the PDP and its aims. These were accompanied by special training programs, aiming to contribute towards the improvement of employee skills and knowledge. Part of the PDP program related to the

introduction of new technologies, such as online facilities. The Board thus employed external Internet specialists to monitor, in association with all departmental management staff, the implementation of the necessary online facilities in all the organizational departments.

During the same period the Board also held meetings with the employee trade union in order to explain the aims of the PDP, the way it was expected to operate and its effects on the employees. By doing so the Board aimed to achieve the union's agreement and ensure all employees were thoroughly informed about the PDP via their trade union. In addition to the information and explanations received by their union, employees could also communicate with the management staff of their department for any further clarifications or questions focusing on specific departmental matters.

During the second three months of the year all organizational staff went through some Internet training with the external specialists in order to ensure they understood and were able to utilize the new facilities at work. By the middle of the year all new facilities were in place and all staff was trained to use them.

8. Data Analysis

The data were analyzed as follows. The qualitative responses of each member of the radio and music management team were first compared. There was some agreement among respondents around the critical issues of the provision of information and the related assistance necessary for employees to be enabled and encouraged to get involved in the decision making process and achieve convergence. The few, conflicting responses were preserved in the stories.

The search for propositions was assisted by selecting pairs of managers based on the 3 different areas they worked and listing similarities and differences between each pair. From these lists and comparisons, tentative propositions were induced. After the development of these tentative propositions, each case (interview) was revisited to improve the understanding of the underlying dynamics. After many iterations between data and propositions existing literature was used to sharpen the insights yielded by the inductive process.

Once preliminary analyses had been performed on the respective data sets, the analyses and induced propositions were combined using methods for building theory from case studies (Eisenhardt, 1989). What emerged were propositions linking information provision and related assistance with employee involvement.

9. Results

9.1 Managers' Perceptions of the Information Characteristics Necessary to Achieve Employee Involvement

9.1.1 Information Characteristics

The managers think that when the information provided to employees relates to their area of operation, is relevant to a particular operation/decision (essential and specific), adequate (structured to separate all its components and accurate), controllable and timely, management enables and encourages employees to get involved in the decision making process.

9.2 Talk Area

The Talk Area Working Unit Leader (WUL) claimed that the information provided to employees had to relate to their area of operations for them to "become interested and able to understand and thus utilize it to get involved and to contribute". He added that "this way employees can influence matters and decisions of their area and

consequently feel that they have the necessary job independence”. According to the Talk Area Middle Manager (MM) employees had a limited amount of time available to appreciate the information provided by management because they were very busy working on many different jobs, and also spent a lot of time working out of office. Consequently “management needs to provide them with only the essential information”.

According to the Talk Area WUL the information provided needed also to be structured to separate all its components so that management could ensure that employees were not overloaded with unnecessary information. The two Talk Area managers considered that the information provided should not be imposed without the employees influence, because otherwise “employees feel that they lose their job independence and consequently do not want to use the information to get involved and to contribute. Job independence is a particularly important matter because employees do not trust management to be completely independent”.

Finally, the Talk Area MM explained that employees aimed to produce programs/activities of high quality, and this could be achieved when the information used in the programs/activities was prompt and continuously updated in order to be accurate. Consequently the issue of information timeliness was major.

9.3 Third Radio Station

The Third Radio station case also indicates the linkage between several information characteristics and the achievement of employee involvement.

For example, the Third Radio Station WUL believed that the information provided had to relate to the employees’ area of operations because via their involvement employees believed that they could assist management make decisions that could improve the quality of their area’s operations and as a result benefit themselves via both job promotions and the provision of better working conditions. The two Third Radio Station managers also added that the information had to be relevant and specific towards a particular operation/decision in order for employees not to be overloaded with unnecessary information.

9.4 Music Area

Several different issues were also mentioned by the Music Area managers linking the information characteristics to the achievement of employee involvement.

More specifically, the two managers considered necessary that the information provided to employees be relevant, that is essential and specific to a particular decision/operation. They explained that because their area’s operations had either changed or become more sophisticated after the internet implementation, when the information provided by management was not relevant to the particular operation/decision it was difficult for employees to appreciate and use it to get involved and to contribute.

Also, because most of the information was collected and transmitted online, management was tempted to provide employees with too much information. Management thus had to chose and transmit only the essential information because otherwise employees would not be able to focus on the specific operation/decision and their contributions would be vague as a result. Information according to the two managers needed also to be “relevant to the operations of more advanced organizations of the same industry so that employees are aware and comprehend the developments that are already taking place in the more advanced organizations, and as a result their contributions take these changes into account”.

The MM also considered necessary the information provided was structured to separate all its components and accurate so that employees could appreciate and use during the decision making process, and that the manager’s job was assisted by the fact that a lot of the information relating to the music area operations was produced, collected and stored online. The WUL pointed out that “the information provided to employees has to

be under the employees control to also alleviate employee worries that they can be responsible for decisions which are out of their control”.

Finally, the WUL considered necessary management provided employees with timely information “because the aim of the music area is to produce programs and activities of a current nature, for different groups of people whose tastes and needs change continuously”.

In formal terms:

Proposition One: The managers’ opinion is that when the information provided to employees relates to their area of operations, is relevant to a particular operation/decision, adequate, controllable and timely, employees are enabled and encouraged to get involved and to contribute.

9.5 Managers’ Perceptions of the Information Assistance Necessary to Achieve Employee Involvement

9.5.1 Empowerment Practices

(1) Expressions of confidence

The managers think that expressions of confidence do not always have a positive effect on the employee appreciation of the information provided.

According to the DM, expressing confidence to employees can assist them appreciate the information provided and that this can be done by “highlighting cases in which employees use the information to argue a particular matter or to draw their own conclusion and contribute”. The Music Area WUL added that “expressing confidence to employees is necessary because the information provided has been more advanced and technical after the internet implementation and as a result more difficult for employees to understand and appreciate”. In addition, the Music Area MM noted that “expressing confidence is crucial because employees are usually sentimental and easily affected and influenced based on other people’s comments”.

In contrast, the Third Radio Station MM considered that there is “no need to regularly express confidence because this will probably make them think that it is very difficult to appreciate the information provided by management. When employees have problems they need the provision of specific management assistance that can help them overcome their problems without delay and not words of confidence”.

(2) Definition of employee responsibilities

The data collected illustrate a linkage between the definition of employee responsibilities in relation to the information provided and employee appreciation of that information. The managers in all three areas think that “management needs to clearly define employee responsibilities in relation to the information provided so that employees only have to deal with the specific information assigned to each one. The definition of responsibilities must be done in cooperation with employees because they are very close and thus familiar with each other’s abilities, knowledge and expertise”. The Talk Area WUL added that “as a result employees feel satisfied and comfortable with the information assigned to each one of them and consequently appreciate and utilize it to contribute”.

(3) Involvement with the production of the information

The managers of all areas pointed out that employees were also involved with the production of the assigned information. The DM noted that this “helps employees attain a good understanding and enables them to use the information to comprehend situations, get involved and contribute”.

For example in the music area, according to the MM, “the continuous changes occurring in relation to its operations and activities mainly caused by the internet implementation, resulted in continuous changes in relation to the information used in the decision making process. Consequently, because employees need a lot of

explanations and clarifications in order to reach a satisfactory level of understanding, it is also necessary to involve them with the production of the assigned information in order to obtain the necessary insights which will enable them to appreciate and utilize the information to contribute towards the management decisions”.

Also, according to the MM of the Talk Area “by involving employees with the production of the information they have the necessary assurance about the independence of the information used to make decisions”.

In formal terms:

Proposition Two: Management can assist employees understand and appreciate the information provided to them by regularly expressing confidence to them, clearly defining their responsibilities, and involving them with its production.

9.5.2 Organizational Arrangements

The managers think that management can encourage and enable employees to get involved by providing them with technical training, ensuring each employee receives all assigned information, and utilizing a system of feedback and adjustments.

(1) Training

All three areas illustrate a linkage between the provision of training sessions and employee appreciation of the information provided. The Music Area MM noted that “training sessions are necessary for the employees because some of the information has become very technical, and thus difficult for employees to understand and appreciate, due to the fact that some of the activities have become more sophisticated after the internet implementation”.

The Third Radio station WUL pointed out that “the discussions with management after the end of the training sessions are considered very useful by employees because they have the opportunity to clarify all outstanding matters, including simple matters they would be embarrassed to mention in front of their area’s staff”.

According to the Talk Area MM “explanations in relation to the information provided are also available online for those employees who cannot take part in some of the training sessions because of their work duties”.

(2) Receipt of all assigned information

The managers also noted the importance of ensuring all employees receive all assigned information. According to the DM this should be done based on each employee’s experience, knowledge and expertise.

The managers of the Talk Area pointed out that “it is very important for us to ensure that each employee receives and appreciates all information he/she is assigned to deal with. Employees can then get together, discuss and appreciate all the information and related matters concerning a particular operation or decision in total, then as a team be in a position to get involved during the discussions with management and contribute towards the final management decisions”.

The MM of the Third Area and the Music Area WUL added that “management uses the internet to provide some of the assigned information and via regular face to face discussions ensures the correct information is received by all employees”.

(3) Feedback and adjustments

Finally, the data illustrate the importance of utilizing a system of feedback and adjustments. For example, the Third Radio station MM noted that “we set up a mechanism to ensure all problems and misunderstandings the employees face, in relation to the information provided, reach management as soon as possible in order to be solved without delay. Otherwise they become an obstacle to employee understanding, because employees are influenced negatively and feel that they cannot deal with the information, and thus get involved and contribute”.

The WUL of the Talk Area added that “WULS are assigned to view employee problems daily, both online and via personal contact. If problems are not minor they can consider solutions together with the MM, and in case of a difference in opinion discuss also with the DM. Solutions are then presented and explained to employees”.

Similarly, the Talk Area managers noted that “we inform employees during the provision of information that they must communicate all problems instantaneously to us in order to be tackled immediately”.

In formal terms:

Proposition Three: Management can assist employees appreciate the information provided and encourage them to use it to get involved and to contribute by providing employees with technical training, ensuring each employee receives all assigned information, and utilizing a system of feedback and adjustments.

10. Contribution

This paper began by describing the extant views of employee involvement and contributions: that is, management can achieve employee involvement and contributions by providing employees with information and related assistance.

10.1 Information Characteristics

Consistent with studies dealing with the characteristics of the information provided by management to employees (Wall & Lisheron, 1977; Jackson-Cox, McQueeney & Thirkell, 1987; Purdy, 1993; Morgan & Zeffane, 2003; Lewis, Schmisser, Stephens & Weir, 2006; Zhang & Bartol, 2010) the results suggest that management needs to provide employees with information that relates to their area of operations, is relevant (essential and specific) to a particular operation and decision, structured to separate all its components and accurate, controllable and timely, in order to achieve a thorough understanding of different parts of decisions and operations of their area, comprehend the different situations, and as a result make credible contributions.

This view however, neglects that by providing employees with controllable information management ensures that employees do not feel that they lose their job independence and thus overcomes the problem of employee distrust towards management. As a result employees have no reservations in using the information to get involved and to contribute.

10.2 Assistance with the Information Provided

The results also support the view that in order to improve employee competence and thus comprehension, interpretation and appreciation of the information provided management needs to regularly express confidence in them, clearly define their responsibilities, explain and involve them with the production of the information, provide them with technical training, ensure each one receives all assigned information, and utilize a system of feedback and adjustments.

These results are consistent with studies on management behavior relating to employee empowerment, personal control via formal training methods, and strategic planning including both commitment to sharing information and identification and solution of the communication process difficulties in an organization change scenario (Conger & Kanungo, 1988; Klein, 1996; Gill, 1996; Ketokivi & Castaner, 2004; Detert & Burris, 2007; Tangirala & Ramanujam, 2008).

These views however, neglect several issues. Firstly, that management needs to clearly define employee responsibilities in relation to the information provided in cooperation with employees so that they feel satisfied and comfortable with the information and can consequently appreciate and use it to get involved and contribute.

Also, that by involving employees with the production of the information provided employees have the necessary assurance about the independence of the information and thus have no reservations about using it during the discussions with management.

Finally the results are in partial support of the view that words of encouragement are considered by managers to empower employees, pointing out that only when employees seem to be sentimental are positively affected based on the comments made by their superior. There are also situations where employees are negatively affected feeling that the reason why management regularly expresses confidence to them is because they do not consider them capable of dealing with the information provided.

11. Limitations

It is important to recognize some limitations of this study. In interpreting these results, it must be recognized that the study dealt with one particular type of change in one setting and enclosed included only a few managers. Thus while the finding suggest the need for future research, they must be interpreted cautiously.

12. Conclusions

This research explored the way management can work to achieve employee involvement and contributions via the provision of information and related assistance to the employees of a media organization operating in a high-velocity environment. Such environments are particularly challenging due to the continuous changes resulting mainly from new technological advancements. The findings are a set of propositions, organized around three issues.

12.1 Employee Understanding

Several of the propositions focus on how management aiming to achieve employee involvement accelerates employee understanding.

For example, management provides employees with information that relates to their area of operations, is relevant to a particular operation/decision, structured to separate all its components and accurate, controllable and timely (Proposition One). The result is a thorough employee understanding of the different parts of decisions and operations of their area that allows them to comprehend the different situations and get involved and make credible contributions.

Management also uses different methods to assist employees appreciate the information provided in relation to a specific decision/operation, encouraging them to use it during the decision making process. More specifically, management explains and involves employees with the production of the information provided (Proposition Two) provides employees with technical training, ensures each employee receives all assigned information, and utilizes a system of feedback and adjustments (Proposition Three). Doing so, management helps employees make sense of the information provided to them by management, understand interpret and appreciate how to use it to contribute during the discussions with management.

12.2 Team Work Spirit

Second, several of the propositions describe how management aiming to achieve employee involvement and contributions achieves a team work spirit.

More specifically, management assists employees appreciate the information provided and encourages them to get involved and contribute by explaining and involving employees with the production of the information

provided (Proposition Two) and providing them with technical training (Proposition Three). The result is a team conditioned to work together successfully and achieving the needed appreciation of the information provided to be used during the decision making process.

Management also ensures each employee receives all assigned information, and utilizes a system of feedback and adjustments (Proposition Three). By ensuring each employee receives all assigned information management can avoid any possible confusion and thus obstruction of the group's effort to discuss, comprehend and use the information provided. Also, by utilizing a system of feedback and adjustments management encourages a team work spirit because employees can disclose problems and consider possible solutions with the managers of their area, thus working as a team.

12.3 Employee Sense of Control

Several propositions also converge on the importance of employee sense of control with respect to their involvement and contributions during the decision making process. Management aiming to achieve employee involvement engages in a behavior that can build the employees' sense of control.

One tactic is to provide employees with information about a particular operation/decision that is controllable by the employees (Proposition One). Doing so, management overcomes the problem of employee distrust towards management being completely independent, ensures that employees do not feel that they lose their job independence and as a result have no reservations in using the information during the decision making process.

A second tactic aiming to assist employees understand and appreciate the information provided is to regularly express confidence to them, clearly define their responsibilities, and involve them with the production of the information provided (Proposition Two). Doing so, employees are persuaded verbally, mobilize greater effort and this boosts their sense of control and confidence. Also, they are not overloaded with information and thus their emotional arousal state is reduced, leading to an increase in their competence. Finally, employees have the necessary assurance about the independence of the information used in the decision making process and thus are willing to use it during the discussions with management to get involved and contribute. Regular expressions of confidence however may also have a negative effect on the employee's effort to understand and appreciate the information provided because employees may feel that management does not consider them capable of dealing with the information.

References:

- Bandura A. (1986). *Social Foundations of Thought and Action: A Social Cognitive View*, Englewood Cliffs, NJ: Prentice-Hall.
- Block P. (1987). *The Empowered Manager*, San Francisco: Jossey-Bass.
- Clayton J. and Gregory W. J. (2000). "Reflections on critical systems thinking and the management of change in rule-bound systems", *Journal of Organizational Change Management*, Vol. 13, No. 2, pp.140-161.
- Conger J. A. (1986). "Empowering leadership", working paper, McGill University, Montreal.
- Conger J. A. and Kanungo R. N. (1988). "The empowerment process: integrating theory and practice", *Academy of Management Review*, Vol. 13, No. 3, pp. 471-482.
- Delaney J. T. and Sockell D. (1990). "Employee involvement programs, unionization and organizational flexibility", *Academy of Management Best Paper Proceedings*, pp. 264-269.
- Detert R. J. and Burris R. E. (2007). "Leadership behavior and employee voice: Is the door really open?", *Academy of Management Journal*, Vol. 50, No. 4, pp. 869-884.
- Eisenhardt K. M. (1989). "Building theory from case study research", *Academy of Management Review*, Vol. 14, No. 4, pp. 532-550.
- Gill J. (1996). "Communication-is it really that simple? An analysis of a communication exercise in a case study", *Personnel Review*, Vol. 25, No. 5, pp. 23-36.

- Huber G. P. and Power D. J. (1985). "Retrospective reports of strategic-level managers: Guidelines for increasing their accuracy", *Strategic Management Journal*, Vol. 6, No. 2, pp. 171-180.
- Jackson-Cox J., McQueeney J. and Thirkell J. E. M. (1987). *Strategies Issues and Events in Industrial Relations: Disclosure of Information in Context*, Routledge and Kegan Paul, London.
- Ketokivi M. and Castaner X. (2004). "Strategic planning as an integrating device", *Administrative Science Quarterly*, Vol. 49, pp. 337-365.
- Klein S. M. (1996). "A management communication strategy for change", *Journal of Organizational Change Management*, Vol. 9, No. 2, pp. 32-46.
- Lewis K. L., Schmisser M. A., Stephens K. K. and Weir K. E. (2006). "Advice on communicating during organizational change", *Journal of Business Communication*, Vol. 43, No. 2, pp. 113-137.
- McHugh M. (1997). "The stress factor: Another item for the change management agenda?", *Journal of Organizational Change Management*, Vol. 10, No. 4, pp. 345-362.
- Miles R. H. (2001). "Accelerating corporate transformations by rapidly engaging all employees", *Organizational Dynamics*, Vol. 29, No. 4, pp. 313-322.
- Morgan D. E. and Zeffane R. (2003). "Employee involvement, organizational change and trust in management", *International Journal of Human Resource Management*, Vol. 14, No. 1, pp. 55-75.
- Neubert M. J. and Cady S. H. (2001). "Program commitment: A multi-study longitudinal field investigation of its impact and antecedents", *Personnel Psychology*, Vol. 54, No. 2, pp. 421-449.
- Nord W. R., Rosenblatt Z. and Rogers K. (1993). "Toward a political framework for flexible management of decline", *Organization Science*, Vol. 4, No. 1, pp. 76-91.
- Purdy D. E. (1993). "Accounting, controls, change and the perceptions of managers: A longitudinal study of ward units in a teaching hospital", *Financial Accountability and Management*, Vol. 9, No. 1, pp. 45-66.
- Rusaw C. A. (2000). "Uncovering training resistance—A critical theory perspective", *Journal of Organizational Change Management*, Vol. 13, No. 3, pp. 249-263.
- Schwenk C. (1985). "The use of participant recollection in the modeling of organizational decision processes", *Academy of Management Review*, Vol. 10, No. 3, pp. 496-503.
- Schwochau S. and Delaney J. (1997). "Employee participation and assessments of support for organizational policy changes", *Journal of Labor Research*, Vol. 18, No. 3, pp. 379-402.
- Tangirala S. and Ramanujam R. (2008). "Exploring nonlinearity in employee voice: The effect of personal control and organizational identification", *Academy of Management Journal*, Vol. 51, No. 6, pp. 1189-1203.
- Tesluk P. E., Vance R. J. and Mathieu J. E. (1999). "Examining employee involvement in the context of participative work environments", *Group and Organization Management*, Vol. 24, No. 3, pp. 271-300.
- Wall T. and Lisher J. A. (1977). *Worker Participation*, McGraw-Hill, London.
- Yin R. K. (2003). *Case Study Research—Design and Methods* (3rd ed.), Thousand Oaks, CA: Sage.
- Zhang X. and Bartol M. K. (2010). "Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation and creative process engagement", *Academy of Management Journal*, Vol. 53, No. 1, pp. 107-128.

Appendix

List of Matters discussed during the interviews

Description of the department

- (1) Operations and Structure
- (2) Implementation of the PDP

Characteristics of the information provided

In order to achieve employee appreciation the information provided by management to employees needs to

- (3) relate to the employees' area of operations
- (4) be relevant, essential and specific to a particular operation/decision
- (5) be adequate, structured to separate all its components and accurate
- (6) be controllable and not imposed without the employees influence
- (7) be timely so that it can be of any use to employees

Management assistance in relation to the information provided

In order to assist employees appreciate and use the information to get involved and contribute and thus achieve organizational convergence management needs to

- (8) provide employees with technical training
- (9) regularly express confidence in employees
- (10) clearly define employee responsibilities in relation to the information provided
- (11) promote and encourage feedback and adjustments
- (12) explain to employees the way the information each one is assigned to deal with is produced
- (13) ensure that each employee receives all the information assigned by management to deal with