

**Effects of High Involvement Work
Systems on Employee Satisfaction in
10 Healthcare Centres in Malaysia**

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ABSTRACT

As the healthcare industry in Malaysia revolve into a service oriented industry, it is important for healthcare managers to look into the work systems which are in place and their impact on factors such as employee satisfaction. High-involvement work systems (HIWS) represent a holistic work design that includes interrelated core features such as involvement, empowerment, development, trust and teamwork. HIWS when well implemented and suitably fit for the organization can lead to decreased employee turnover, improved corporate performances, increased productivity and customer satisfaction. This research focuses on HIWS and its relationship with employee satisfaction in 10 healthcare centers in Malaysia. This in return is associated with a host of cost-sparing consequences such as reduced stress, fewer absenteeism, greater commitment and better quality of patient care.

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