

Impact of Organizational Position, Pay Structure, and Length of Employment on Employee Inclination to Participate in the Decision Making Programs in Educational Sector of Pakistan

NAEEM AKHTAR

Lecturer; Department of Management Sciences
University of Okara (Punjab), Pakistan.
E-mail: naeem_akhtar46@hotmail.com

MUHAMMAD RIAZ

Student of MBA; (Department of Management Sciences)
University of Okara (Punjab), Pakistan.
E-mail: riaz77400@gmail.com

ALI RIZWAN

Student of MBA; (Department of Management Sciences)
University of Okara (Punjab), Pakistan.
E-mail: alirizwan7425@gmail.com

HAFIZA YASMEEN JAFAR

Lecturer; Department of Management Sciences
University of Education Lahore, Okara Campus, Pakistan
E-mail: yasmeenjafar10@gmail.com

MUHAMMAD ZEESHAN PERVEZ

Student of MBA; (Department of Management Sciences)
University of Okara (Punjab), Pakistan.
E-mail: zeeshantahirch@gmail.com

Abstract

This study describes the employee's inclination to participate in the decision making programs in educational sector of Pakistan. In this paper the participation of middle and primary and school's teachers was studied. It is necessary for success of the organization to attract and maintain the effective participation of the employees. This quantitative research provide important guidelines for the educational sector to improve the degree of participation of primary and middle school teachers in decision making programs. Many variables affect the employees inclination to participate in decision making programs, these variables includes length of employment, organizational position, and the pay structure. These variables have positive relationship with the employee participation. This study use the descriptive research style and quantitative were used to analyse the data. A structured questionnaire was distributed among the primary and middle school teachers of government sector and the data was collected from 106 respondents. The data was analysed through using the SPSS software, and the results shows positive relationship between the pay structure and the employee participation.

Key Words: Length of Employment, Organizational Position, Pay Structure, Employee Participation.

Introduction

The main purpose of this study is to investigate and evaluate those key factors which effect the tendency of workers to contribute in the employee participation programs. The researcher studies issues related with an employee's inclination to join the worker involvement program. Inclination to participate mean the extent to which the workers are willing to contribute in the worker participation programs. The willingness of employees to participate is depend on various factors such as length of employment, position of workers in the organization, and the pay structure (Rumpf, 1996).

The management has to face various type of problems while maintaining the original participation of workers in the participation program. However, the employees are recruited for short term period or for part time job which does not produce the pure result. And this will change the results of modern practices of human resource. Qualitative and numerical research delivers significant lessons for executives of average sized and small manufacturing businesses, mostly as it narrates to governing issues linked with the contribution of workers in decision making procedures (Pocock, 2014).

Many of the companies are using the short term or part time labour in all over the world. This trend spread in all type of industries whether they manufacturing concerns or service concerns. Various companies use short term labour to cut down the cost of goods and services to gain the competitive edge in their industries. This study was made in the forest service of Kenya, because they had hired large number of employees on short term basis (Wandera, 2011).

It is necessary that the participation arrangements and its style of operation must be according to the business strategic goals. Moreover, to certify that the rules, regulations boundaries and limits of problems of governance related with the contribution of workers in decision making processes are obviously well-defined and agreed by all members. And on the other hand the success of participation of workers in the decision related programs based on the sport of top level management. The researcher use age, qualification, length of employment, position and pay structure as independent variable and inclination to participate as dependent variable (Rumpf, 1996).

This study also define those factors and variables which influence the workers or create the willingness of workers to participate in the decision making programs and to remain loyal with the organization. The firms and entities join the workers involvement programs for some management issues such as efficiency, motivation, and acceleration to change, the control and power balance, and other concern of both parties such as commitment, communication, and best relations with the industries (Cressey, 1990). On the other hand the Australian has change their industrial structure from centralization to decentralization style, which is best suited for the workers to participate in the decision making programs. Many changes to the enterprise dealings in the industrial relations act 1988, has create the need to build counselling Structure and guidelines, to make effective bargaining process (Mitchell, 1996).

The implementation of any participation plan is the main problem of fascinating and sustaining the active contribution of personnel. The numerous participating arrangements become successful on the basis of staffs duration of employment, worker's position in the organization and the pay structure of the employee. The researcher also says that it is the actual mistake to consider that the achievement of participating schemes were depend on the degree to which the employees are liberal in the participation programs. (Witte, 1980).

The trend of employee participation also depend on length of employment or employees turnover. The researcher investigate that some relation exist in between the employee turnover and their willingness to participate. And he argues that these two factors have a positive relationship in between them. When there is any change occur in the organizational environment, the employee will be absent. And employee turnover will decrease, they make more participation and this ultimately results better decision making

(Vira, 2011). The researcher also investigate that there is a relationship between the different participation patterns and the nature of participation at the workplace environment. The degree of participation depend on the degree to which the power is delegated to the worker, in other words we can say that the type of authority or position is an indicator of participation (Poutsma, 1996). The employee performance is also linked with the determination of organizational objectives. The personal objectives are linked with the organizational objectives. The fulfilment of organizational objectives depend on the employees personal objectives. And employees are concerned with the pay structure. When the organizations use the pay structure as a motivational tool to inspire the employees, the employee will actively participate in the workers involvement programs (Shilongo, 2013).

The researcher make a focus on the problems and the issues that create the conflict in the participation program. Due to these conflicts the workers cannot participate in the programs that are conducted to resolve the problems and other business related issues. The researcher describes that the workers position in the organization influence the worker to participate in the matters of the organization (Varman, 2002). The participation of work is necessary zone of research arena in the industrial relationships. Through the participation the quality of the decisions can be increased. Because the decisions are made by collecting the maximum input by all participant. As the more workers participate in the decision making process the quality of outcomes will also increase. And there will be less load of work on the managers (Rathakrishnan, 2009).

The researcher elaborate the issues through which the propensity to participate can be evaluated. Organizations uses different approaches to implement the policies for the participations. The pay structure, duration of the employment, and the position of the workers in the organization has a direct influence on the employee's Willingness and propensity to contribute in the workers participation in the decision making process and other social programs (Rumpf, 1996).

Significance of Study

The key requirements of applying every participating plan is the serious problem of sustaining and attracting the energetic contribution of workers. The achievement of numerous participatory arrangements is based on the worker's support, often without a complete considerate of their wants for involvement. The inclination to participate is often depends on the qualification factor that how much a person have the knowledge about the things, on the length of job of employment mean how much the worker have the experience, on the age mean how much a person is mature, on position mean how much he is senior than other, and at the end it depends on how much he is paid for the job. According to the academic view the student become involved in class participation when they have sufficient knowledge about the matter which is discussed. And he will contribute more in class participation if he possess more sufficient knowledge skills and abilities. As he participate more he will gain more knowledge.

Problem Background

Since the organizations used the old fashioned rigid frameworks that was the main drawback of the organizations. Todays the organizations are using the flexible managerial structure which allow the employees to participate in the participation programs. The pay structure has a great link with employee willingness to participate. When the employees are less paid their personal objectives are not fulfilled and as a result they does take interest in their work and does not participate actively in the participation programs (Murphy, 2015). The nature of the organizations and their structural policies are changing in the modern world. And these changes occur as a result of; a continuous flexibility in the environment of industries, the level of learning is increasing, foundation of new skills and a continuous development in the information technology. Without workers participation it will be impossible for the organization to come with new ideas (Korman, 2006).

In the past time period they have not to face the problem of competition in the international market. At that time the strategies to expand the business at the international level are best suited to the organizations. The globalisation of marketplaces and cost-cutting means Out-dated arrangements and management practices are under stress and nearby inspection. Adopting workers participation enhance administrative efficacy, which means refining quality, output, workers efficiency, and inspiration for the participation. However, the final investigators quote extra objects for application changes including the obligation for better information and learning, commitment, improved worker contributions, staffing and retaining, conflict control (minimisation) and outside compressions such as government inspiration by law and tactics (Rumpf, 1996).

The workers which are on the contract base or for the part time job they are less creative than those who are on permanent job. The permanent facility has more experience because they have high level of learning and experience which they gain through the long time job. The contractual workers spent more of their time in learning new things, profession nervousness, and face hesitation, which results temporary work. The contractual workers also have less commitment with the organization than the basic staff, and their turnover is also greater which is not suitable for the organization. Another problem faced by the organizations is that the contractual workers which are expected to feel it difficult to participate in the corporations and they also have lesser confidence (Wandera, 2011).

Problem Statement

The problem in this study is that the companies use less skilled procedures and the contractual workers who do not participate actively in the participation programs. Naturally, such work market sections are extremely unbalanced and liable to the forces of market supply and demand. The capacity to achieve commitment from these divisions of the outside or periphery staff for high-involvement associations positions significant challenges to administrative convention. So “there is a significant relationship between length of employment, organizational position, and pay structure and employees participation”.

Research Objectives

To identify the relationship between length of employment and inclination to participate.
To define the link between organizational position and inclination to participate.
To describe the relationship between the pay structure and inclination to participate.

Research Questions

What is the relationship between length of employment and inclination to participate?
What is the link between organizational position and inclination to participate?
What is the relationship between the pay structure and inclination to participate?

Literature Review

The researcher conduct this research to describe the relationship between worker’s length of employment, organizational position, the pay structure and the workers propensity to take part in the employee involvement program. The researcher conduct this research in Victoria and the collect the data from the managers and employees from all the departments. A questionnaire was developed and structured interviews were also conducted to collect the information and use 235 sample size to collect the information out of which 197 people gave the response, and use quantitative techniques i.e. “Discriminant analysis t- test” was used to test the data. The study results shows positive relationship between the factors (Rumpf, 1996).

The author conduct the study in Sahiwal the city of Pakistan. He describe the impact of reward structure and organizational culture on the employee's interest/willingness in decision making programs. The data was collected from banking sector of Sahiwal. A question paper was developed to collect the data from workers and use 200 sample size. The data was analysed through SPSS software and the result shows significant relationship between the variables (Saeed, 2013).

The main goal of the study is to explore the relationship between the employee positions, organizational culture, consultative management and employee involvement in the decision making process. The researcher collect the data from Indonesian countries. A questionnaire was developed to collect data from the audience. The researcher collect data from 50 middle level manager out of which 60% people respond to the questionnaire. T- Test was used to analyse the data and the outcome shows significant relationship among the factors (Irawanto, 2015).

The researcher explore the relationship between employee position, group delegation and the workers participation. The researcher use the population of Europe countries and develop a questionnaire to collect the data from the targeted population. The sample size was 5000 workstations (9500 workers) out of which 5786 workers respond. The outcomes shows there is a significant relationship between the variables (Poutsma, 1999).

The researcher conduct the research I Kenia and describe the impact of short term employees on the participation and productivity. The data was collected from forest service of Kenia and use the sample size of 51 workers. A questionnaire was developed to collect the data from respondents. The researcher use SPSS software to analyse the data. The resultant outcomes shows the long run workers have positive impact on the employee participation and the productivity (Wandera, 2011).

The researcher states that there is relationship in between the authority or organizational position, experience and the employee participation and performance. The main focus of the researcher was on America for the collection of data. A question paper was developed aims at collection of data. And the study investigate that there is significant relation relationship among the organizational position, authority and the workers participation in the decision making programs (Mohr, 1992).

The demographic factors such as social, emotional and educational factors also have a substantial impact on the workers involvement in the decision making process. A worker having volume of education, emotions will increase the tendency of workers towards employee contribution in decision making. The researcher conduct the research in United States and the data was collected from 2000 workers through the questionnaire out of which out of which 97 percent people respond. The researcher conclude that the demographic factors have significant effects to the workers tendency to the participation (Cohen, 2006).

The researcher elaborate the impact of social information on the workers intention toward the participation in decision making processes. The availability of social information change the workers attitude towards the participation. The researcher conduct this study in United State and develop a question paper to collect the data. The data was collected from 229 electric workers at international level. The structure equality modelling methods were utilized for the data processing purpose. T test was run to process the data and use software LISREL and the study shows the positive results (Hoell, 1998).

The author describes that the factors such as training, performance appraisal communication affecting to the workers involvement and the employee involvement also have impact on the workers engagement. The data was collected from the banking workers of Adipur. A question was developed for collection of data use sample size of 100 workers out of which 100 workers respond to the questionnaire. The researcher use ANNOVA software to analyse the data and shows positive outcomes (Mishra, 2013).

The conduct the study describes the relationship between the workers personal skills and abilities and involvement in decision making programs. The study was conducted in the banking sector of Nigeria and the researcher collect data from 357 workers of banking sector. A questionnaire was developed to collect the data from the population. SPSS software was used to analyse the data and the study conclude that there is a significant and positive relationship between the variables (Jaja, 2014).

The study aims at describing the relationship between length of employment and the employee tendency toward the decision making processes. The study also elaborates that low ratio of absent employees will tend to best quality decision making. The conduct the research in Wisconsin-Stout and a question paper was developed for data collection. The researcher collect the data from 675 workers that were related to different sectors such as service concerns, manufacturing concerns. The study's results shows positive relationship between the length of employment and tendency towards participation (Vera, 2001).

This study focuses on the impact of organizational position on the employee willingness to contribute in the decision making programs. The researcher elaborate that the workers participation evolve the decision making process. The researcher collect the information through interviews and observations and collect the information from 37 companies. It was the largest sample size that was 7000 workers. The resultant outcomes of the study shows significant impact of organizational position on employee participation (Kandathil, 2002).

This study describe the relationship between the employee position in the organization and the extent to which workers participate in organizational decision making programs. As the organization promote to the workers thy more participate in the affairs of the company. The author develop a questionnaire to collect the data from the workers of Rwanda and distribute the questionnaire to 96 workers out of which 82 workers respond to the questionnaire. SPSS 11.5 was used to analyse the data and the research shows significant relationship between workers position and participation (Jules, 2004).

The study elaborate the relationship between the financial rewards employee commitment and participation. The financial rewards influence the workers and create employees intention towards the workers participation in the decision making processes. This study focuses on bottom to upward participation. As a result they make full intention in the business matters which produce the best quality decisions. The study conduct a detailed descriptive survey and also develop a questionnaire to collect the information. The questionnaire contained both open-ended and close ended questions. The researcher collect the data from 294 workers of Kenya. The data was analysed through measure of central tendency and variations. The resultant outcomes shows positive relationship between financial rewards and workers participation (Kathure, 2014).

The study also investigate the relationship between the employee power, delegation, organizational position, politics and the workers involvement in the matters of business. The researcher also describe that the pay structure and external environment also influence the workers tendency toward the interference in the business matters. The researcher conduct the interviews, survey and also develop a questionnaire for the purpose of data collection. And the researcher find out that the discussed factors have the positive relationship between them (Ravenswood, 2011).

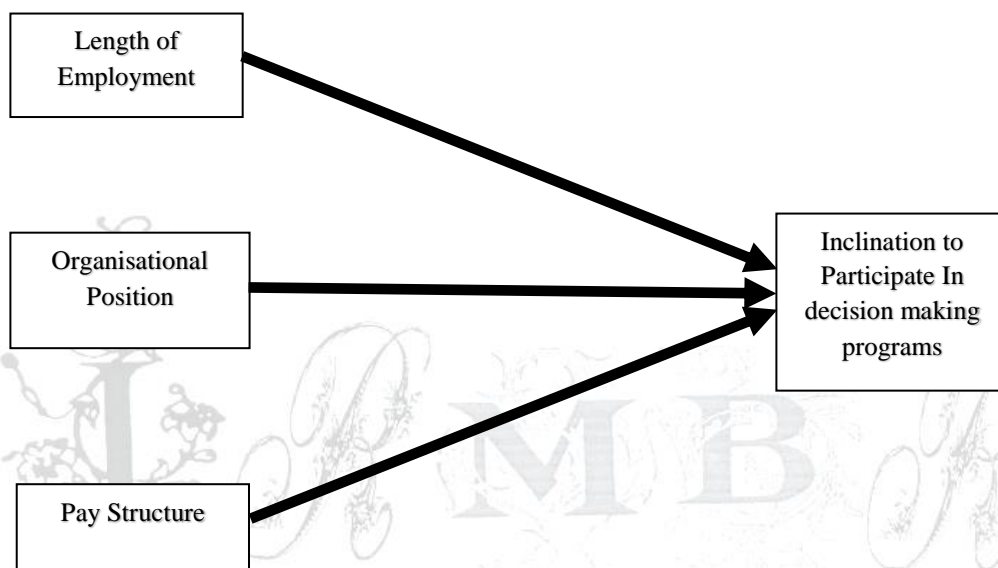
The researcher conduct this study in Europe and state the relationship between the employee's power, organizational position and the workers involvement in the matters of business during the decision making. The volume of participation depend on the nature of the decision. The researcher distribute a questionnaire to collect the information. For this purpose he use the sample size of 60000. The researcher fined out that there is a positive relationship between the workers powers and the workers involvement (Myriam, 2003).

The also explain the relationship between the temporary employees, permanent employees and involvement in the decision affairs of the business. The researcher conduct this study in cities of Australia and distribute

495 questionnaire in two companies. An also conduct 33 surveys to collect the data. The data was analysed through the co efficient of correlation. The study outcome shows significance relationship between length of employment and workers intention to participate (Clarak, 2005).

The researcher describe the relationship between the rewards and the employee involvement in the decision making affairs of business. The study describe the rewards as a motivational tool that influence the workers to take part in the affairs of the decision making. The researcher conduct this research in Scottsdale the city of USA. An open survey was conducted to collect the data and collect the data from 6300 workers. And the data was analysed through regression and correlation methods. The analysis shows positive relationship between the rewards and employee contribution (Scott, 2010).

Research Model



Research Hypothesis

H1= There is a significant relationship between length of employment and employee participation in educational sector of Pakistan.

H2= There is a positive relationship between employee position and employee participation in the educational sector of Pakistan.

H3= There is a significant relationship between pay structure and employee participation in the educational sector of Pakistan.

Methodology

Research Design

The study used descriptive style for the research. This study further describe the relationships between the lengths of employment, organizational position, pay structure, and the employee participation. This study base this research on the past data as an evidence. Study elaborate that the workers having long term job experience, employee position in the organization and the better pay structure will influence the workers to participate in the matters of business decisions. This study adopt the previous questionnaire than adapt it to

collect the data. Quantitative techniques were used because the data is in form of questionnaire that can be measured numerically. The results of the study were concluded through application of correlation coefficient. Discriminant analysis and T-tests techniques were used to analyse the data (Rumpf, 1996).

Population

A questionnaire was distributed among the teachers of primary and middle schools of district Okara in Pakistan.

Sampling Techniques and Sample Size

Simple random sampling techniques were used to collect the data from the population. The questionnaire was distributed among 106 teachers (Rumpf, 1996).

Research Tool/Instrument

This study adopt the structured questionnaire and then modify it in accordance to current scenario and distributed among the selected school teachers to collect the response.

Data Collection

A survey was conducted and data was collected from the teachers individually thought the distribution of the questionnaire.

Data Analysis

In this study SPSS (statistical package for social sciences) was used for analysing the data. Firstly the feedback of respondents was collected through distribution of Questionnaire. Then the obtained results were entered in SPSS to analyse the results. Reliability, correlation and multiple regression analysis was applied because there are three variables affecting the dependent variable.

Reliability Analysis

In the reliability analysis the value of Alpha for all the variables is cumulatively calculated that is 0.689 which shows that the results of the study are reliable. This analysis shows that the results of length of employment, organizational position, pay structure and employee participation are reliable. And this analysis also indicate that the results must be more than or equal to 0.60.

Reliability Statistics

Cronbach's Alpha	N of Items
.691	22

Correlation Analysis

The study consider that the value of correlation is less than 0.05 it will be termed as significant result. In this study the length of employment is correlated with the employee participation at the value of 0.000. Which shows that the results are significant. In this research the organizational position is correlated with the employee participation at the rate of 0.000, this value also shows that the results are significant. In this analysis pay structure is correlated with the employee participation at the value of 0.000, which indicates significant results. Employee participation is correlated with length of employment, organizational position and the pay structure.

Correlations

		LOE	OP	PS	ITP
LOE	Pearson Correlation	1	.551**	.392**	.426**
	Sig. (2-tailed)		.000	.000	.000
	N	106	106	106	106
OP	Pearson Correlation	.551**	1	.269**	.360**
	Sig. (2-tailed)	.000		.005	.000
	N	106	106	106	106
PS	Pearson Correlation	.392**	.269**	1	.599**
	Sig. (2-tailed)	.000	.005		.000
	N	106	106	106	106
ITP	Pearson Correlation	.426**	.360**	.599**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	106	106	106	106

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

Regression Analysis

The F value in the analysis must be more than 5. In this research the F value is 24.180 that is more than 5. The significance level is 0.000, and the adjusted R value is 0.398. This study justify the results when the other factors are remain constant. The results indicates that if there 1% change in length of employment, organizational position and pay structure the employee participation will increase by 24.18%.

Anova^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.954	3	2.985	24.180	.000 ^b
	Residual	12.590	102	.123		
	Total	21.544	105			

a. Dependent Variable: ITP

b. Predictors: (Constant), PS, OP, LOE

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645 ^a	.416	.398	.35133

a. Predictors: (Constant), PS, OP, LOE

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.289	.438		2.944	.004
	LOE	.190	.120	.151	1.586	.116
	OP	.180	.116	.142	1.557	.123
	PS	.375	.062	.502	6.081	.000

a. Dependent Variable: ITP

Conclusion

In this study the results were concluded on the basis of coefficient. The coefficient analysis shows positive relationship between the pay structure and employee inclination to participate. The more the organization provide benefits or reward to its employees, the employees become motivated and degree of employees willingness to participate in decision making programs. The value of H3 is 0.000 that shows there is a positive relationship between the pay structure and employees participation. On these results we accept the hypothesis H3. And it is suggested for the organization to improve its reward structure that will to high degree of participation, and high degree of participation will lead to innovative ideas and quality decision. The results of H1 and H2 are 0.116 and 0.123 that are not significant. According to these results no relationship is found between these variables. And on the basis of these results we reject the hypothesis H1 and H2.

Future Direction

The research can be further extended to find the relationship between the length of employment, organizational position and the employee inclination to participate in the decision making programs. The relationship of intrinsic and extrinsic rewards and bonuses also can be checked on employee participation. The researcher can also extend the research by increasing the sample size, by changing the sector and can use different sampling techniques to collect the data.

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