

Role of Employees Involvement and participation in Strategic Organization

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1. ABSTRACT

The purpose of this paper is to carryout in depth study of different factors which influence the civilian employee's involvement and participation in the strategic organization. The factors related to training, incentive, communication and policies have been taken for the study and discussed comprehensively in order to know the perception of civilian employees for improving the operational performance of the strategic organization.

A detailed questionnaire was developed and data was collected from different management categories of respondents with the help of Likert scale. For this research Non-Probability Sampling Method was chosen for obtaining the opinion of civilian employees from a strategic organization. Analysis was carried out on the basis of mean, standard deviation, frequency distribution and correlation and regression analysis for testing of Hypothesis. Different tables and graphs have also been provided in the paper for ease of comprehension.

Valuable results based on data analysis were found throughout the study which indicates the effects of employees' involvement and participation in performance of strategic organization. Several conclusions have also been drawn on different factors of the study

which perceived beneficial in improving the performance of organization and appropriate recommendations have been made in the light of primary data analysis and interaction with various respondents.

2. INTRODUCTION

The 21st century has brought revolutionary concepts to transform the conventional practices in commercial and manufacturing enterprise in order to enhance efficiency, control and productivity. Management by Objective (MBO) is fast changing the existing mindset of top and middle management so as to set short-term and long-term goals and devote all energies in the achievement of requires goals. This is done by adopting modern tools, software, hardware and innovative experimentation on which various models developed which not only convince the employees to become active participants but steer them to bring creativity in the work practices as empowered specialists and experts in their respective domains.

Torbiorn, Petterson, and Arvonen (1996) suggested that management of the organization is required to provide the right circumstances or conditions so that employees can be and feel empowered and willing and able to exert upward influence. Human Resource Management has emerged as a major function in enterprises and organizations. It is the focus for a wide-ranging debate concerning the nature of the contemporary employment relationship in many market economies.

Employee Involvement is based upon the recognition that the success of any organization is determined to a significant extent by the contribution of its employees. Employee involvement programs therefore seek to facilitate the involvement or participation of

employees in the company. Through active participation opportunities are provided for employees to learn or gain information through participative involvement.

2.1 PROBLEM STATEMENT

This study attempts to explore various problems/reasons, on the basis of which required level of performance is being affected in strategic organization. The various problems are

- Lack of training and development opportunities.
- Provision of various incentives for civilian employees.
- Communication problems being faced by civilian employees in strategic organizations.
- Policies and instructions imposed by higher authorities.

2.2 RESEARCH OBJECTIVES

Key objectives of the research are:

- To identify the impact of training on performance of civilian employees in strategic organization.
- To identify the incentives given by strategic organization for civilian employees.
- To determine the communication gap among employees and hierarchy of the organization.
- To highlight the effect of policies and instructions imposed by higher authorities on the performance of civilian employees.

2.3 RESEARCH HYPOTHESIS

Having decided the research objectives, the following research hypothesis emerges:

- H1: There is a significant relation between training and performance.

H2: Incentive programs for employees influence the performance of organization.

H3: Communication channel will effect on performance of civilian employees.

H4: Policies and instructions have an impact on performance of employees.

2.4 THEORETICAL FRAMEWORK (MODEL) OF THE STUDY

In the present scenario of the management practices, employees' involvement and participation is an effective tool in performance of any organization. For evolving employees' involvement in decision making, a theoretical framework (Model) has been designed based on the following variables.

Independent Variables

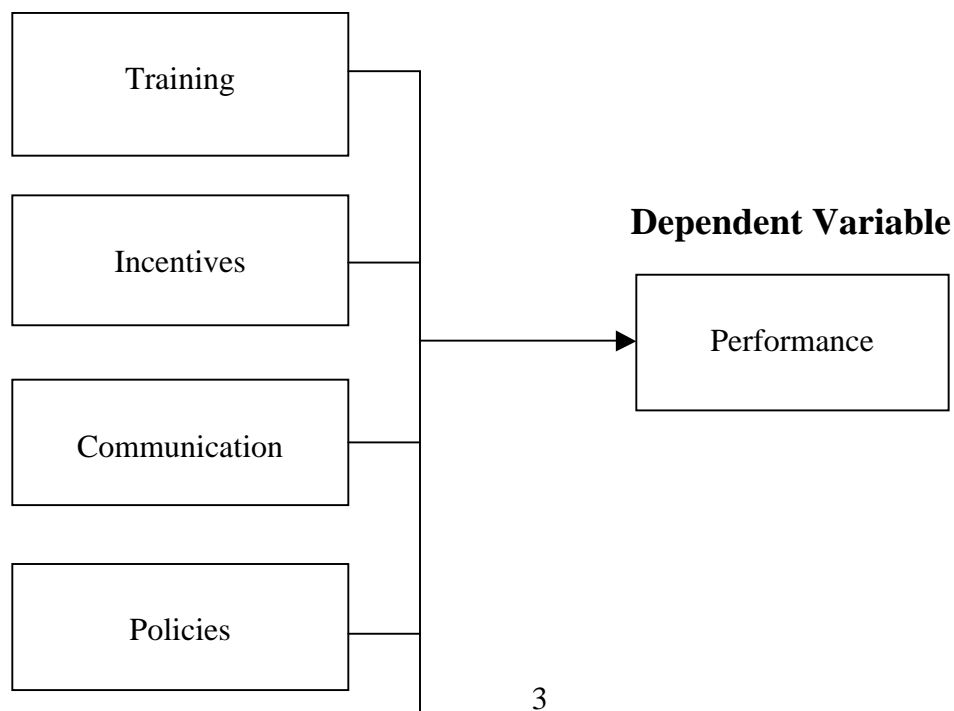
Training, incentives, communication and policies are the independent variables.

Dependent Variables

Performance is the dependent variable.

MODEL OF THE STUDY

Independent Variables



3. LITERATURE REVIEW

A summarized literature review is as follows:-

Administration announced a system which, formally, and career needs of the person and the organization of labor requirements (Leibowitz et al, 1986) to achieve a balance between planned is attempted. An executive or a company that wants to strengthen the bond with its employees must invest in the development of its employees (Hall and Kai, 1998; Hsu, Jiang, & Tang, 2003, al-Steel ET, 2002; Woodruffe, 1999). Development opportunities which were offered by employers because employees at the business intentions, because the lack of training and promotion opportunities High Company (Alan Shore, & Griffith, 2003) was the main reason for dropping artists.

In recent years, employees (EI) management participation agenda is retained in place. The main objective of EI by employees of a management commitment to increased understanding and a high level of organization and contributions reflect safety related agenda. While some types of EI through new channels that have increased their influence can provide employees with, or force employees joined (Marchington et al 1992) in a share not included in de jure is. The production process initiated service delivery issues or direct employees to cover up the involvement of the EI and very busy staff who one more try 'after contract' is likely to include the right products tended to do is.

Managers who hold Human relation theory of participation belief simply in involvement for the sake of involvement, arguing that as long as subordinates feel that they are participating and are consulted, their ego needs will be satisfied and they will be more cooperative (Richie and Miles, 1970).

Job satisfaction and employee commitment receive considerable attention from industrial and organizational psychologists, management scientists, and sociologists. Different studies had been done on job satisfaction alone by the time Locke prepared his study nearly 20 years ago (Locke, 1976).

Training is an important factor in economics. This increased productivity and quality of life (all right and Tergeist, 2002) is a major source. Workers who perform complex tasks and higher levels of formal education of this high-efficiency higher wages, more training opportunities, now far more social status (Gershuny, 2005) resulted in the workers involved can create a good training inattention. In contrast, workers who have less education in the process of backward training workers for their skill at a dangerous cycle inducing, more unemployment and increase the risk of social exclusion could be expected to achieve (Keep et al, 2002) .

Generally nominal wages are downwardly become severe. Although the exact sources of wage determination are evident (Bewley, 1999), there is ample evidence that different countries will pay less wages are small or difficult to reduce. Given this reluctance, a difficult problem employer is facing. When products macroeconomic changes reduce small firm workers with workers at minimal wages feel the need to fight or work (Altonji, 2000) could be to cut.

As the Internet is a mass communication channel, the Internet, has grown up in the employee as a channel for communication has increased in importance. Murgolo - Poore, Pitt and Ewing (2002) Ford Motor Company and Cisco Systems, refer to claims that people intranets and communicate more effectively support, and who established, intranets organizations that are increasingly fragmented and powerful system for

management can be for the World (p. 114). Focus group research (Murgolo Poore - et al), after creating intranet effectiveness inductively Checklist, which causes most questions center on changes of cooperation between employees.

Business press, many business and management consulting profession opinion is that a company's corporate culture and strong policy option for economic performance is a difference. However, empirical literature in economics and finance is still little attention paid to the potential role that corporate culture is extended to companies, most measuring and quantifying corporate culture plays because of the difficulties, but the economic ideas clearly due to lack of strong policies that certainly is a model corporate culture. But, as pointed out by Kreps (1990) and Hermalin (2001), corporate culture need to understand if we 'policy option companies want to understand and ultimately their performance. This paper contributed so strongly a formal empirical analysis of policies and performance in the corporate culture from ideology.

It is very difficult and the government of an entire organization for performance testing. But the idea that an employee organization on a small scale for members. IFSTA (1989) has two sentences that describe employees evaluation process very easily "the most useful way to exploit that potential individual desires and individual needs of the organization with expertise is in alignment with the title is "employee evaluation" section begins. The best way to monitor the alignment of employee evaluation is "Phoenix Fire Chief Alan) Fire Department Brunacini summed up this list of five things they want the firefighters to their supervisors in all - tell me what you want to train me, I give tools to meet, get out of my way and told me how I "(Laford, 1998).

In this era of globalization there is need for employees' empowerment in organization so that employees will be in position to make quick decision and respond quickly to any changes in the environment. Organization that are committed to employee empowerment they are in a position to motivate and retain their employees, although it's a complex management tool which needs to be nurtured and handled with a lot of care (Nick et al., 1994).

4. RESEARCH METHODOLOGY

The major objective of this is to explain various tools and techniques employed for the data collection, analysis and interpretation of the data relating to the present study.

4.1 RESEARCH DESIGN

In this study, the Exploratory Research Method was adopted to ascertain the involvement and participation of employees in order to achieve required level of performance in the strategic organization.

4.2 POPULATION OF THE STUDY

This study aimed to find out the problems of civilian employees due to which their involvement and participation is being affected in performance of strategic organization.

In this study, the population consists of all the civilian personnel working in the strategic organizations.

4.3 SAMPLING TECHNIQUE

For this research Non Probability Sampling technique has adopted in which Convenience Sampling Method was mainly chosen for obtaining the opinion of the civilian employees.

4.4 SAMPLE SIZE

Sample size consisting of 150 Civilian of various rank structures employed in the strategic organization. The rank structures of civilian employees (sampled) have been divided in to three different management categories namely Senior Managers, Middle Managers and Junior Managers.

4.5 RESEARCH TOOLS AND INSTRUMENTS

The data was collected with the help of an interviewing schedule. An interviewing schedule consists of a set of questions asked in questionnaire to the respondents and answers are recorded by interviewer in a face to face situation. Efforts were made to construct structural questions as far as possible.

Questionnaire of this research was constructed in the light of 5 point LIKERT Scale. The LIKERT scale shows the intensity of feelings of individuals towards objects.

5. RESULTS ON DATA ANALYSIS

The main purpose of this is to carry out the statistical analysis of primary data which was collected with the help of questionnaire form by the researcher himself in a face to face situation. All respondents were interviewed personally.

The data was collected from three different management categories of the organization. These management categories are senior management, middle management and junior management. Senior management category consists of civilian labor officer, Head clerk and supervisors. Middle management category consists of highly skilled mystery (HSM), highly skilled mystery – I (HS-I) and highly skilled mystery -II (HS-II).The rank structure of junior management category includes skilled mystery, semi skilled mystery - I (SS-I), semi skilled mystery -II (SS-II) and Drivers.

150 respondents were taken as a sample from three different management categories. 10 respondents were taken from senior managers ranging the service from 20 to 30 years, 50 respondents were taken from middle managers ranging the service from 10 to 20 years and 90 respondents were taken from junior managers ranging the service from 0 to 10 years to whom questionnaires were distributed and interviewed accordingly. Out of 150 individuals, all respondents actually filled in and returned the questionnaire to researcher for evaluation. Responses to each question range from 1 to 5 i.e. 1= strongly disagree, 2= Disagree, 3 = neither agree nor disagree, 4 = Agree and 5 = strongly agree indicating employees involvement and participation in organization's activities. The collected primary data has been divided into three parts for detailed analysis. These are presentation of results, tabulation and analysis of descriptive statistics and correlation analysis and testing of hypothesis.

5.1 CORRELATION AND REGRESSION ANALYSIS

Correlation and Regression analysis is carried out by the use of Microsoft Excel and SPSS (17.0). Through this analysis, Reliability of the data, development of relationship between independent and dependent variables (correlations), and validity of the model and testing of Hypothesis has been found out. Reliability of data was found by 61.0 percent which was collected through independent and dependent variables.

Reliability of Data

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .610 | 25 |

Correlation analysis dictates following:

| Correlation | | Training | Incentive | Communication | Policies | Performance |
|---------------|---------------------|----------|-----------|---------------|----------|-------------|
| Training | Pearson Correlation | 1 | .193* | .266** | .269** | .156 |
| | Sig. (2-tailed) | | .018 | .001 | .001 | .056 |
| | N | 150 | 150 | 150 | 150 | 150 |
| Incentive | Pearson Correlation | .193* | 1 | .296** | .178 | .195* |
| | Sig. (2-tailed) | .018 | | .000 | .029 | .017 |
| | N | 150 | 150 | 150 | 150 | 150 |
| Communication | Pearson Correlation | .266** | .296** | 1 | .459** | .308** |
| | Sig. (2-tailed) | .001 | .000 | | .000 | .000 |
| | N | 150 | 150 | 150 | 150 | 150 |
| Policies | Pearson Correlation | .269** | .178* | .459** | 1 | .158 |
| | Sig. (2-tailed) | .001 | .029 | .000 | | .053 |
| | N | 150 | 150 | 150 | 150 | 150 |
| Performance | Pearson Correlation | .156 | .195* | .308** | .158 | 1 |
| | Sig. (2-tailed) | .056 | .017 | .000 | .053 | |
| | N | 150 | 150 | 150 | 150 | 150 |

*Correlation is significant at the 0.05 level (2 tailed)

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

- Performance and communication has strong relationship as indicated by 30.8% which have proved to be significant at 1 percent level of significance based on 2 tailed tests.
- There is association of performance and incentive by 19.5 % which have proved to be significant at 5 percent level of significance based on 2 tailed tests.
- Performance and policies have relationship by 15.8% in an organization.
- Association has been found between performance and training by 15.6%.

Through Regression analysis only total 8.6 percent performance of organization depends upon the independent variables i.e. training, incentive, communication and policies.

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the estimate | Change Statistics | | | | | Durbin Watson |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|---------------|
| | | | | | R Square Change | F Change | Df1 | Df2 | Sig. F Change | |
| 1 | .333 ^a | .111 | .086 | .17562 | .111 | 4.527 | 4 | 145 | .002 | 2.266 |

a. Predictors. (Constant), policies, incentive, training, communication.

b. Dependent Variable: performance

5.2 TESTING OF HYPOTHESIS

Coefficients^a

| Model | Un standardized Coefficients | | Standardized Coefficients | T | Sig. |
|---------------|------------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | | | |
| Training | .028 | .035 | .066 | .799 | .426 |
| Incentive | .041 | .032 | .106 | 1.277 | .204 |
| Communication | .091 | .032 | .258 | 2.810 | .006 |
| Policies | .002 | .045 | .004 | .039 | .969 |

a. Dependent Variable: performance

Hypothesis # 1 There is a significant relation between training and performance

Training has significant relation on the performance of civilian employees by 6.6% if on job training, adequate training, career development services and internal career advancements of the employees are to be monitored by the hierarchy of the organization. The analysis shows that Hypothesis # 1 stands true.

Hypothesis # 2 Incentive programs for employees influence the performance of organization.

Incentive programs influence the performance by 10.6% in an organization if educational benefits, recreational facilities,

healthcare facilities are to be given by the management authorities of the organization. The result shows that Hypothesis # 2 holds true.

Hypothesis # 3 Communication channel will effect on performance of civilian employees.

Communication has strong impact on performance of the organization by 25.8% if accurate, regular and timely communication is to be ensured by the organization. This result shows that Hypothesis # 3 stands true.

Hypothesis # 4 Policies and instructions have an impact on performance of employees

Policies of the strategic organization have an impact on performance of organization by .4% if rigid and fixed policies made flexible, opinion of employees without fear be ensured on the need of time through the employees' involvement and participation. The result shows that Hypothesis # 4 holds true though it is very less.

6. DISCUSSION AND FINDINGS

After getting interviews from respondents and gone through the study, following points have been found

6.1 TRAINING

- **On Job Training:** On job training plays an important role in enhancing the trade knowledge of employees. The employees can perform well if proper on job training provided to them.
- **Adequate Training:** It is observed that there is lack of adequate training for the respondents to perform well because of short trade training on various rank structures for the civilian employees. As it is found that maximum respondents were disagreed and not satisfied with the provision of adequate training in order to perform their task well.
- **Career Development Services:** It has been observed that in strategic organization there is lack of career development services because of shortage of vacancies available for the civilian employees.

6.2 INCENTIVES

- **Educational Facilities:** It has been observed that educational facilities are not sufficient which are being provided to the employees. Only a meager amount of stipend given to the children of employees who are studying in Matric & F.A/B.A. classes.
- **Employee's Families facilities:** If the employees' families are provided certain facilities such as recreational facilities and their wellness programs, they will be more satisfied and perform well.
- **Leave Facility:** It has been found that leave facility including the vacation time, sick time whenever employees require that is provided regularly by the organization which definitely enhance the better performance from respondents.

6.3 COMMUNICATION

- **Clear and Consistent Communication:** Communication process has a great importance in any organization in order to perform duties more effectively. Clear and consistent communication enhances the performance of employees.
- **Regular Communication:** It has been observed that a regular communication is not being ensured by the management authorities in order to get the job done from the employees. At certain occasions, employees remained unaware about the regularity of the job which creates difficulties for them.
- **Willingness to Listen from Employees:** It has been found that in strategic organization, willing to listen from their subordinates is very less. Standing operating procedures are being followed.
- **Timely Communication:** Timely communication enhances the performance of the employees if it is conveyed properly. Channel of communication in strategic organization is so lengthy due to which most of the messages not received in time especially at junior management level.
- **Accurate Communication:** The message must be communicated in accurate shape to the employees so that output is received accordingly.

6.4 POLICIES

- **Feedback Policy:** Feedback is an important policy of any organization in order to improve the performance of employees. Regular monitoring of feedback policy provides satisfaction to the employees.
- **Opinion without Fear:** It has been observed that employees are not encouraged to give opinion on the job floor which may create difficulties in the production of organization.

- **Compare of Army Policies with Civil Companies:** Civil companies have their own way of getting the job done from employees. Their employees are being rewarded on the basis of different factors which are monitored on time to time by various management categories.

6.5 PERFORMANCE

- **Training:** It has been found that every organization wants to get maximum output from their employees. For this purpose, it offers different ways and rewards to get good performance from employees. Similarly training has a great impact on performance of the workers if it is given to them on equal interval of their rank structure and on job training.
- **Incentives:** It has been found that rewards play vital role in showing good performance. If more incentives in the shape of medical facilities, leave facilities, promotion etc. are given to employees, they will show better performance and participation in their field.
- **Communication:** Consistent communication from different channel of command gives boost to the employees for showing good performance. This communication will liaise at each stage of employees to perform well and in time of the job which they have been tasked.
- **Policies:** It has been found that policies and instructions have an effect on the performance of the employees. In strategic organization policies are being made at top level management and transferred to down level for the implementation with less involvement and participation by the employees.

7. LIMITATIONS AND CONCLUSION

7.1 LIMITATIONS

This study having number of limitations including limited research time, imposed various standard operating procedures issued by higher authorities for employees participation in decision making and moreover negative attitude of the respondents due to lack of education and unawareness about the importance of research work.

7.2 CONCLUSION

On the basis of data, following conclusions have been drawn:

- In case of on job training majority of the respondents i.e. 90 percent were strongly disagree/Disagree with the provision of on job training regarding the current job by the organization. However, very few i.e. 5.4 percent were found agree/strongly agree.
- It has been concluded regarding adequate training for employees that majority of respondents i.e. 90 percent were strongly disagree/Disagree with the adequate training provided to them while a small portion i.e. 6 percent were agree/strongly agree.
- Regarding career development services during their jobs, it was concluded that maximum respondents i.e. 93.3 percent were strongly disagree/Disagree with the provision of career development services by the organization.
- Regarding educational benefits offered to employees, it was seen that majority of the employees i.e. 75.3 percent were strongly disagree/Disagree with the educational benefits while 20.4 percent were agree/strongly agree.

- Majority of the respondents i.e. 84 percent were agree/strongly agree with the provision of vacation facilities provided to them by the organization while a few i.e. 12 percent were strongly disagree/Disagree.
- Provision of communication on regular basis, it was concluded that maximum employees i.e. 92.7 percent were strongly Disagree/Disagree. However, very few i.e. 4 percent were agree/strongly agree.
- In case of accurate communication provided to employees, most of the respondents (91 percent) were strongly Disagree/Disagree while a few (4 percent) were Agree/strongly agree.
- Regarding feedback policy system of the organization, it was concluded that majority of the respondents (81.3 percent) were strongly Disagree/Disagree while a very few (18 percent) were neutral/agree.
- With the provision of giving opinion without fear in strategic organization, result revealed that greatest number of employees i.e. 93.3 percent were strongly disagree/Disagree with a few 6.6 percent were neutral/agree.
- In case of provision of training system in order to improve their performance, the majority of the respondents i.e. 98 percent were strongly Disagree/disagree than a very few i.e. 2 percent were neutral and agree.
- The provision of incentives that have an impact on job performance was very small as most of the respondents (98 percent) were strongly disagree/disagree and very few (2 percent) were neutral and agree.

- In case of consistent communication system provided to increase employees performance, greatest i.e. 97.3 percent were agree/strongly agree while a very few i.e. 2.7 percent were neither agree nor disagree.
- Regarding the provision of Army fixed/rigid policies which have an effect on performance of the employees, majority of the respondents (98 percent) were agree/strongly agree as a very few (2 percent) were disagree/neither agree nor disagree.

8. RECOMMENDATIONS FOR RESEARCH

- 8.1 On job training plays an important role in performing the duties of civilian employees. Due to variety of vehicles and equipment in strategic organization, on job training should be conducted on regular basis to make the employee's involvement and participation more effective.
- 8.2 Adequate training as per rank structures should be given to employees in order to enhance their technical knowledge.
- 8.3 There must be provision of career development services in various rank structures which are helpful for the promotion of employees.
- 8.4 Refresher courses should be introduced in the organization as new models of vehicles and latest equipment are being introduced on time to time basis.
- 8.5 Proper stipend facility should be extended to all the employees' children who are studying below the Matric classes.
- 8.6 To increase the involvement and participation of employees towards their jobs, their families should be provided recreational facilities and wellness programs by the organization.

- 8.7 Regular communication should be ensured by the management authorities in order to make the employees more participative in an organization.
- 8.8 Communication channel should not be so lengthy in strategic organization.
- 8.9 Regular Feedback Policy should be monitored in the organization.
- 8.10 The employees must have liberty to voice their opinion without fear whenever it is required in Army organization.
- 8.11 Proper training system has a great impact on the performance of employees which ultimately leads to the employees' participation in an organization.
- 8.12 Comprehensive incentives and reward systems play the vital role in showing good performance, so more will be the incentives, best will be the performance.
- 8.13 Flexible policies should be made, as policies and performance of workers has close relationship with one another.

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QUESTIONNAIRE

I am the student of Col. MBA in Allama Iqbal Open University Islamabad. This questionnaire is designed to measure those factors, which are more significant for civilian employee's involvement and participation in Army organization in the research paper. Following data will be used purely for academic research and will not be shared within and outside in any organization. Please take few minutes of your time to choose the response, which best describe your opinion in the following statements. A five point scale has been used, which shows:

(1-Strongly Disagree) (2-Disagree) (3-Neither Agree Nor Disagree) (4-Agree) (5-Strongly Agree)
 SD D NA ND A SA

Name of organization:_____

Name of respondent:_____

Rank:_____

Service:_____

Employees Category

Pay Scale

- | | | |
|----|-------------------|-------|
| 1. | Senior management | 11-16 |
| 2. | Middle management | 6-10 |
| 3. | Junior management | 3-5 |

Please insert tick mark (✓) in the appropriate box.

Training

| | SD | D | NA ND | A | SA |
|--|----|---|-------|---|----|
| I have received on-the-job training regarding the current job. | 1 | 2 | 3 | 4 | 5 |
| I have received adequate training to perform well. | 1 | 2 | 3 | 4 | 5 |
| My supervisors and managers have provided training in bringing the maintenance of equipment. | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| This organization offers career development services. | 1 | 2 | 3 | 4 | 5 |
| This organization provides opportunities for internal career advancement for employees. | 1 | 2 | 3 | 4 | 5 |

| Incentive | SD | D | NA ND | A | SA |
|--|-----------|----------|--------------|----------|-----------|
| This organization encourages employee development by offering educational benefits. | 1 | 2 | 3 | 4 | 5 |
| This organization makes resources/facilities (for example, recreation facilities, wellness programs) available to its employees' families. | 1 | 2 | 3 | 4 | 5 |
| This organization provides adequate time off for employees (for example, vacation time, sick time, personal days). | 1 | 2 | 3 | 4 | 5 |
| This organization pays a reasonable amount of employee health care costs. | 1 | 2 | 3 | 4 | 5 |
| This organization provides merit raises as a way of rewarding hard work. | 1 | 2 | 3 | 4 | 5 |

| Communication | SD | D | NA ND | A | SA |
|--|-----------|----------|--------------|----------|-----------|
| This organization communicates a clear, consistent mission to employees. | 1 | 2 | 3 | 4 | 5 |
| This organization communicates regularly with its employees. | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| My supervisor and managers are available and willing to listen to my concerns in this organization. | 1 | 2 | 3 | 4 | 5 |
| The communication I received from this organization is timely. | 1 | 2 | 3 | 4 | 5 |
| The communication I received from this organization is accurate. | 1 | 2 | 3 | 4 | 5 |
| This organization communicates progress toward goals to employees. | 1 | 2 | 3 | 4 | 5 |

| Policies | SD | D | NA | ND | A | SA |
|--|-----------|----------|-----------|-----------|----------|-----------|
| This organization gives employees the opportunity to provide feedback policy to management. | 1 | 2 | 3 | | 4 | 5 |
| I feel I can voice my opinion without fear in Army organization. | 1 | 2 | 3 | | 4 | 5 |
| Army employee policies can be compared with those of other civil companies you know about. | 1 | 2 | 3 | | 4 | 5 |
| Employee policies of Army organization are administered the same in all departments equally. | 1 | 2 | 3 | | 4 | 5 |
| Strategic organization employee policies are properly and equally administered in my department. | 1 | 2 | 3 | | 4 | 5 |

| Performance | SD | D | NA | ND | A | SA |
|--|-----------|----------|-----------|-----------|----------|-----------|
| This organization offers training to help employees improve their performance. | 1 | 2 | 3 | | 4 | 5 |

| | | | | | |
|--|---|---|---|---|---|
| This organization makes efforts through incentives that affect job performance. | 1 | 2 | 3 | 4 | 5 |
| Consistent communication helps civilian employees' performance in army organization. | 1 | 2 | 3 | 4 | 5 |
| Policies of army organization have an effect on performance of employees. | 1 | 2 | 3 | 4 | 5 |