

WORKERS' INVOLVEMENT, DECISION-MAKING AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB): EVIDENCE FROM INSURANCE COMPANIES IN KIGALI CITY, RWANDA

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Abstract

This study was initiated to examine workers' involvement, decision-making to constructive organizational citizen behavior in Kigali city, Rwanda. The construct was anchored on autonomous decision-making and workers felt involvement or inclusiveness. The instrumental role of the aforementioned was to bring about organizational citizen behavior; a social capital thinking that leads to organizational spiritualism. Data were collected through a structured questionnaire and distributed to two hundred and fifty-eight (258) respondents from insurance institutions. The data were statistically processed, analyzed and interpreted to give academic meaning to workers' involvement, decision-making and how these lead to OCB.

The findings of the research indicated that there is a strong significant relationship between workers' involvement, decision making process and organizational citizenship behavior in insurance companies in Kigali city Rwanda. The managerial implication is that workers' involvement triggers active participation and commitment to organizations' goals. Also, the autonomy to decision making in relation to their respective job areas becomes a gate with to organizational success. It was therefore recommended for managers to ensure workers' involvement and participation in decision making.

Keywords: Workers' involvement, decision making, Organizational Citizenship Behaviour

Introduction

The service sector in Kigali City especially the insurance companies are playing an instrumental role in the country's economic growth and development. However, the dimension of employees' involvement and decision making process trigger organizational citizenship behaviors is not measured adequately. It was discovered that once employees are fully integrated into the companies their performance and the organizational goals become attainable more effectively and efficiently. Employees' inclusiveness is germane if they are to understand the need for creativity, commitment to changes and adoption of result-oriented behaviors at work (Singh, 2009; Kingir & Mesci, 2010). This employee involvement in decision making serves to create a sense of belonging among the workers as well as a congenial environment in which both the management and the workers voluntarily contribute to healthy industrial relations (Noah, 2008).

From the foregoing, this work investigates the views of workers in the insurance companies in Kigali

City on workers' involvement, decision-making and organizational citizenship behaviour and the nature of relationship that exist among these categorical variables. The work is structured into literature review just after the introduction, the methodology, results presentation, conclusions and recommendations.

Literature Review

From a cursory observation, one of the greatest underlying factors in the success or failure of any organization is the power of its people, and how well that power is mobilized and focused towards meeting the organization's objectives. This constitutes the construct employee involvement. It denotes a consistent process of empowering employees to participate in managerial decision-making and organizational improvement activities appropriate to their levels in the organization (Ekerman, 2006). Hence, Armstrong (2008) identified employees' competences harness and harmonization as pivotal to organizational citizenship behaviour (Hook, Margeret and Caroline,



2008). This helps a company to use efforts effectively for the success of its business. Involving employees in company's process becomes the effective competitive advantage for that company which was theorized by Edouards (2007).

Employee involvement is instrumental to the achievement of goals of the organization; collective social practices, sharing information, knowledge, rewards and power throughout the organization (Edouards, 2007; Derek & Kato, 2005). Employee involvement leads to workers' commitment which has a great impact in the daily life of the company. Employee commitment has a duality: self-motivation (actions to make people work more effectively) and self-empowerment (getting people to motivate themselves) as demonstrated by Sheng (2006). In similar perspective, Robbins and Judge (2009) consider commitment as a psychological attachment felt by the employee for the organization. It is an employee's orientation towards the organization in terms of loyalty and involvement in the organization.

The psychological attachment is akin and support delegation in which the employees at low level obtain the control, freedom in terms of bridging communication gaps between low level workers and top management. Noah (2008) hence demonstrates that employee's involvement is strategically imperative for success and organizational socialization (Chen et al., 2006; Noah, 2008). In addition, the importance of employee commitment in the workplace to work performance of an organization have been documented empirically; the more the employees are committed, the better the performance of the entire organization (Chrisman et al., 2009), more commitment, more productive and improvement on subsequent job performance (Ekerman, 2006).

Exchange of information and organizational learning were asserted by Machington and Cox (2007) as derivatives of involvement in decision-making. The analysis says that when people work together and share information, they become more involved in the achievements of the goals of the organization. This stimulates team spirit and teamwork within the workforce of the company that drives the achieved commitment of workers (Machington & Cox, 2007). This was augmented by Gratton (2007) with reference to workplace consultation; employees' felt ability to express feelings and views about how they are treated and managing and provides the solutions (Edouards, 2007). For Gratton (2007), top

management should collect all the information about their feedback concerning the image of the company in terms of issues affecting their engagement and involvement in the business of the company.

Edouards (2007) described employee commitment as an extent to which an employee identifies with his organization and is involved in it or is unwilling to leave it. Three general themes of employee commitment exist in the workplace: Affective commitment – employees' emotional and psychological attachment and involvement in the organization; continuance commitment – continuation of employment inspired by the costs and benefits associated with leaving the organization, and normative commitment – obligation to continue employment with the organization resulting from externally exerted pressure. For Hook, Margeret, and Caroline (2008) employees' commitment requires that management of the company should maximize the contribution of the employees as an important factor to the success of the business. So the involvement of the employees goes hand in hand with the organizational culture of the company because it is focusing on the value and beliefs of the company internalized by employees. The high level of companies should understand clearly the concept of employees commitment as they show good job performance when dealing with customers, adapting themselves to new challenges that their companies are facing, their desire to last for a long period in the companies and improving their daily job and internalize the culture of those companies which provide sustainable competitive advantage (Jackson, 2004).

The importance of employee commitment in the workplace has been recognized all around the world since a long time. The performance of an organization highly depends on the commitment of its employees; more the employees are committed, better the performance of the entire organization (Schaufeli et al., 2002). In fact, employee involvement is the key factor that determines the success of an organization in today's modern business world since in the situation of increasing competition and constant technological advancement on organization needs to have skilled, reliable and committed human resources to maintain its competitive position in the market (Jackson, 2004). At the same time, effectiveness, quality and productivity of employees' work still remain the major contributing factors to the progress of the company and employee involvement is considered as key to quality and productivity improve-

ments (Hall & Chandler, 2005).

Engagement in Working Place: This refers to the ability given to the employees to contribute to the achievement of the performance of their company and armed with all necessities they need to get their job done (Edouards, 2007). According to Rosete and Ciarrochi (2005), engagement is considered as organizational commitment and organizational citizenship behaviour. Also it is considered as emotional and intellectual commitment to the company (Johansson, et al., 2006). From the understanding of the above authors organizational commitment differs from engagement in terms of attitude and interest in achieving the organizational goals and objectives. So engagement is not attitude it is the degree of the attention in performing different roles while achieving the job performance (Richman, 2006). Also the engagement is not involvement of employees because job involvement is the result of a cognitive judgment about the need satisfying abilities of the job and it is tied to one's self-image. Engagement has to do with how employees participate in the performance of their job (May et al, 2004). So engagement may be thought of as preceding job involvement because through it employees with deep engagement in their roles should recognize easily the job identification. Thus, all those authors are referring to engagement as all the employees efforts exhibited in daily activities towards achievement of goals and objectives of the company. Therefore, the engagement in working place is emphasized by some commentators who are used to say that line managers have to play an important role in creating the engagement of employees (Machington & Cox, 2007) and this should develop the capabilities of employees to achieve the effectiveness of their companies. The other issue is that some others commentators suggest that managers have the role of encouraging the involvement, commitment and engagement in the workplace (Earls, 2007).

Decision making is a conscious process, involving making choices from at least two alternatives of solutions for a certain problem within the company. McShane and Travaglione, (2003) say that decision making requires that all people within the company be aware of the process of decision making and be involved in its implementation. The involvement of employees in decision making process increases their creativity and commitment to adapt them to the change affecting the job (Singh, 2009; Kingir & Mesci, 2010). For Noah (2008), involving employees in decision making of the company creates a sense of identity

within employees and it shows how they are part of it. Thus involving employees in decision making process becomes a tool for their motivation which at the same time enhance the work positively. According to Noah (2008), it is a special form of delegation in which the subordinate gains greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. It refers to the degree of employee's involvement in a firm's strategic planning activities. A firm can have a high or low degree of employee involvement. A high degree of involvement (deep employee involvement in decision making) means that all categories of employees are involved in the planning process.

Power distance signifies how individuals regard power differentials within the society or firms (Menzel et al., 2006). It influences the degree to which participation is practiced. In high power distance culture, decision-making is perceived as a privilege of management, and participation is considered as an infringement to management prerogative. Hence, employees are not involved in decision-making. In contrast, in low power distance culture, everyone is perceived to have the potential to contribute to the decision-making process; in fact, everyone is assumed to have equal rights. As such, employees consider it their right to participate in decisions that concern them (Markey, 2006).

A modern forward-looking business does not keep its employees in the dark about vital decisions affecting them. It trusts them and involves them in decision making at all levels. "Command and control" is no longer an adequate model. A more open and collaborative framework will exploit the talents of all employees (Hewitt, 2005). Employees must be involved if they are to understand the need for creativity and if they are to be committed to changing their behavior at work, in new and improved ways (Singh, 2009; Kingir & Mesci, 2010). The employee involvement in decision making serves to create a sense of belonging among the workers as well as a congenial environment in which both the management and the workers voluntarily contribute to healthy industrial relations. Thus, the involvement of workers in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high productivity (Noah, 2008).

Organizational citizenship behavior is the employee outcome related to task accomplishment. Researchers such as Wall et al. (2004) had identified



employees' job performance based on relative judgment which is based on task-related and behavioural issues. This is in the same understanding to Motowidlo (2003) statement that task performance is best construed as a behavioral construct because it involves psychological process that is related to assurance of quality performance, and facilitating situational processes. For Williams (2002) performance model originally introduced by Campbell explains the determinants of job performance. For this model employees' job performance is related to behavioral aspect comprised of knowledge, procedural knowledge, and motivation. Thus, knowledge has to deal with knowing what to do or specific knowledge and skills required in performing a particular job and procedural knowledge consists of cognitive skills, psychomotor skill, self-management skills or other generic skills needed in performing all types of jobs.

Lastly, OCB is termed as a choice behavior, which is the choice of whether or not to perform, choice of the effort level to be exerted, and choice of whether or not to perform continuously. This refers to what employees are able to do based on what they have achieved in their daily activities, thus OCB in this case refers to employees punctuality at job, recognition of exceptional performance based on objectives setting and keeping peaceful mind at workplace.

Therefore, on the above employees' job performance model, additional contribution is made. This is the aspect of the 'person factors' and 'systems factors' as predictors of employees' job performance. For Cardy and Dobbins as cited in Williams (2002), 'person factors' are the abilities and personalities of an individual that may influence his or her performance level. For Tata and Prasad (2004) the important and recent model of OCB includes innovation as one of its dimension and employees creativity. This dimension of innovation and creativity in terms of behaviors in OCB relates to frequency of ideas or engagement level and the quality uniqueness of ideas.

Methodology

The article adopted a correlation and descriptive analysis research design in order to get the employees' understanding of employee involvement, decision making and OCB within insurance companies in Rwanda. The descriptive statistics were used order to get the perceptions of the respondents on the components of employee involvement, decision making, and

OCB. The correlation examined and explained the relationship that exists between the employee involvement, decision making and OCB. The target population of the current research composed of selected registered insurance companies' employees in Kigali city, Rwanda; both public and private and the unit of analysis were the staff and their supervisors. The data from the human resource departments of those insurance companies mentioned a total population of 730 employees/staff.

This study used stratified random sampling technique to sample the target population. This was done by selecting the respondents from all departments of the selected insurance companies in Kigali city, Rwanda and all had equal chance to provide useful information to the researcher about their involvement and inclusiveness in decision making. The supervisors were selected purposively to measure the employees' organizational citizenship (OCB) within their respective companies. Based on the population and the random sampling technique adopted above, the sample size was composed of respondents from insurance companies' workers whose total population is 730. Hence, the formula of Pamela (2009) was used to compute the sample size of 146 respondents from the staff and purposive sampling technique was use to select and consider the whole supervisors of 97 as sample size too to evaluate the staff's OCB.

The literature review formed the basis for the questionnaire construction and refinement. The questionnaire was adopted and adjusted from different research works on the employee involvement, decision making and OCB. The adjusted questionnaires has two sections; section A and B. The A section deals with the demographic information of respondents, and section B is about the questions on variables. On aggregate, the questionnaires were close-ended questionnaire which requires respondents to answer all the questions by ticking according to the perception. The questionnaire used a four-point scale. The four scales required the respondents to indicate the selected option for a given statement from strongly agree to strongly disagree and the interval between each point on the scale is supposed to be equal (Saunders, 2008). The scaling is composed of the following meaning: 1. strongly disagree, 2. disagree, 3. agree, 4. strongly agree. The researcher obeyed the research ethics, especially during the period of administering the questionnaire, soliciting authorization from managers of insurance companies, collection of data keeping full

confidentiality, processing and interpretation of results.

result on the perception of the respondents on the variable of employees' involvement is presented in Table 1.

Results and Interpretation

The aspect of employee involvement was investigated as contained in the research introduction and the

Table 1

Perception of Employees' Involvement

	Mean	Std. Deviation
The company gives value to employees' ideas	2.76	.764
Employees understand how their individual efforts contribute to the success of their company	2.83	.746
Management shares business strategies with all employees	2.85	.825
Management is disciplined with employee performance feedback and appraisals	2.97	.592
Management encourages all employees to challenge how well things are done	3.02	.531
Employees are empowered with real responsibility	3.16	.629
Employees have created a sense of ownership and initiative	3.37	.587
Value is placed on working cooperatively towards common goals.	3.32	.572
Employees rely on team effort to get work done	3.42	.608
Overall	3.07	.650

The results from table 1 indicated a cumulative mean of 3.07 (SD=0.650) which the employees rated their involvement or active participation in organizational activities. Each item scores differs from the other as follows: The teamwork was looked into "Employees rely on team effort to get work done" was rated with a mean of 3.42 (SD=0.608). The concept of felt ownership and initiative "Employees have created a sense of ownership and initiative" record a mean of 3.37(SD=0.587). The item of "Value is placed on working cooperatively towards common goals" has a mean of 3.32 (SD=0.572) which was high denoting that the organizational values working cooperatively towards common goals was relatively high. The item of empowerment "Employees are empowered with real responsibility" was measured with a mean of 3.16 (SD=.629) respectively. The workers' freedom to challenge the how, "Management encourages all employees to challenge how well things are done" scored a

mean of 3.02 (SD=0.531) and performance appraisal and feedback mechanism items "Management is disciplined with employee performance feedback and appraisals" with a mean of 2.97 (SD=0.592). For the information and strategies sharing item "Management shares business strategies with all employees" scored a mean of 2.85 (SD=0.825). The employees' individual effort item "Employees understand how their individual efforts contribute to the success of their company" was rated with a mean of 2.83(SD=0.746) and the item of "The Company gives value to employees' ideas" with a mean of 2.76 (SD=0.764).

The principal variable of employees' involvement was rated highly by the surveyed respondents as the components of teamwork appeared to be present which was instrumental in cooperation and team spirit or effort in the surveyed companies. In addition, the workers felt a sense of ownership,



hence had the power to initiate ideas and contributed to the organization's goals. It could be deduced from the results that the ability to ask how was a dimension that give freedom and promoted organizational egalitarianism. The freedom cushioned feedback mechanism and dynamics which are ingredients for group or organizational commitment and citizenship.

The level of decision making process was also investigated as contained in research introduction and the statistical results on decision making process as perceived by the respondents are presented in the table 2.

The overall mean of 3.29 (SD =0.670) shows the employees rating about decision making process of insurance companies is very high. The items under

decision making process are disaggregated for analysis. The item of "low level decision making involves all employees from low level" was rated with a mean of 3.56 (SD= 0.498). The item of "Top management team takes alone some decision concerning the company" was rated with a mean of 3.31 (SD= 0.670). The item of "Management of the company is creative in finding new ways to attract top talent among diverse groups of employees" was rated with a mean of 3.30 (SD=0.689). The item of "When problems among employees emerge, there is a willingness to fix them" was rated with a mean of 3.29 (SD=0.696). The item of "There is

Table 2
Decision-making Process

	Mean	Std. Deviation
Top management team takes alone some decision concerning the company	3.31	.670
Low level Decision making involves all employees from low level	3.56	.498
Organizational policies are reviewed annually to assess effectiveness based on employees' ideas	3.27	.825
Management of the company is creative in finding new ways to attract top talent among diverse groups of employees	3.30	.689
There is openness to suggestions from people at all levels of the organization	3.27	.708
When problems among employees emerge, there is a willingness to fix them	3.29	.696
Management values new useful ideas from employees and implements them quickly	3.14	.639
Top management in this company is innovative and approachable by employees	3.15	.636
Overall	3.29	.670

openness to suggestions from people at all levels of the organization" had a mean of 3.27 (SD=0.708) which is high and the item of "Organizational policies are reviewed annually to assess effectiveness based on employees' ideas" with a mean of 3.27 (SD=0.825) was also recorded. The item for decision making was "Top management in this company is innovative and approachable by employees" was rated with a mean of 3.15 (SD= 0.636). The last the item of "Management values new useful ideas from employees and implements them quickly" was rated with a mean of 3.14

(SD= 0.636).

The components of decision making process variable were evaluated highly by the respondents. The respondents mentioned that the top management of their companies takes some decisions alone and let employees from low level taking also the decision related to their daily job which are not necessarily involving or regarding the top management. They also mentioned that the organizational policies are reviewed annually based on the ideas from the employees, and this is an indicator of how management

may get effectiveness of daily operations. The results demonstrated that there is effective openness at all levels of the institution and there is a good way of solving the problems among employees/departments and the management of their institutions is innovative and approachable by employees.

The level of organizational behavior citizenship (OBC) was investigated as one of the components of job performance was further analyzed. The results presented in the following table and each employee is evaluated individually against OBC by the supervisors.

Table 3
Organizational Behaviour Citizenship

	Mean	Std. Deviation
The employee is creative, innovative and has the willingness to share ideas	3.14	.639
The employee shows potential to increase his/her skills in the future	3.15	.636
The employee is self-manager of his/her task and innovative	3.14	.632
Employee by performing his/her job increases his/her knowledge	3.13	.646
Employee extensively improves his/her work performance in achieving the organizational goals and objectives easily as set	2.99	.117
Employee communicates, shares information with others easily and helps in carrying out their daily job	3.96	.199
Overall	3.25	.478

The results from table 3 clearly indicate that a cumulative mean of 3.25 (SD= 0.478) was the supervisors' evaluation of the employees on organizational behaviour citizenship. The highest ranked item was "Employee communicates, shares information with others easily and helps in carrying out their daily job" was scored with a mean of 3.96 (SD= 0.199). The item of "The employee shows potential to increase his/her skills in the future", and was rated with a mean of 3.15 (SD= 0.636). The item of "The employee is self-manager of his/her task" was rated high with a mean of 3.14 (SD= 0.632). The item of "The employee is creative, innovative and has the willingness to share ideas" was perceived with a mean of 3.14 (SD= 0.639). The item of "Employee by performing his/her job increases his/her knowledge" was rated with a mean of 3.13 (SD=0.646). The last item was "Employee extensively improves his/her work performance in achieving the organizational goals and objectives easily as set" was scored with a mean of 2.99 (SD= 0.117).

Based on the results above, the supervisors demonstrated that the employees' citizenship behaviours emanated from a sense of belonging, identity,

ownership and involvement. They mentioned also that employees' job performance leads to the increase of knowledge in carrying out their job as prescribed in their job description. Thus, the respondents mentioned strongly that workers communicate and share information with others easily and help in carrying out their daily jobs. Thus the social aspects of the working areas are well implemented within workers to meet their job well done and this leads to their daily improvement of work performance towards the achievement of the organizational goals and objectives, the respondents demonstrated that the employees are self-managers of their tasks and this leads to workers' creativity, innovation and willingness aspects in insurance companies in Kigali city, Rwanda.

Relationship Between Employee Involvement, Decision Making and OCB

The main objective of this study to determine whether there is a relationship between the employee involvement, decision making and OCB within insurance companies.

The statistical results from table 4 clearly portray a strong positive relationship or correlation



between the workers' involvement, decision making and OCB.

Table 4
Correlation Between Employee Involvement, Decision Making and OCB

			Workers' Involvement	Decision making process	OCB
Spearman's rho	Workers' involvement	Correlation Coefficient	1.000	.644**	.555**
		Sig. (2-tailed)	.	.000	.000
		N	258	258	258
Decision making process	Decision making process	Correlation Coefficient	.644**	1.000	.815**
		Sig. (2-tailed)	.000	.	.000
		N	258	258	258
OCB	OCB	Correlation Coefficient	.555**	.815**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	258	258	258

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

This is based on the fact that $R = .644$ is between employee involvement and decision making process is highly positive. The findings also portrayed that there is a relationship between workers' involvement and OCB with $R = .555$ which is strong. And lastly, there is a very high positive relationship between decision making process and OCB, this is confirmed by $R = .815$. All the results are significant with a significant level of 1%. Thus, the researcher concluded that there is a significant relationship between workers' involvement, decision making and OCB in insurance companies in Kigali city.

Conclusion

Based on the results above it is clear that there is a positive relationship between workers' involvement, decision making process and organizational citizenship behavior in insurance companies located in Kigali city. Therefore, this study concluded that em-

ployee involvement has an influence in the provision of knowledge to the employees in terms of know how and what in the daily life of their institutions. The decision making process is well structured with insurance company which is also a positive tool used to get new ideas from employees in the problem solving process. Thus, the employees are committed to the service of these companies willingly and are most innovative and creative because are involved in daily activities of their companies and this is the best way to achieve the employee citizenship behavior.

Recommendations

Based on the results of this research, it was recommended to the employees of the insurance companies that they should continuously improve their behaviors by increasing the willingness to be creative, innovative and sharing ideas because this is the better way to get complementarities within the workforce. Even if it was found that there is

positive relationship between involvement, decision making process and OCB within insurance companies in Kigali city Rwanda, managers should continually involve workers in decision making process because it is the one way to be used in order to explain values of their companies to the workers and instrumental tool in order to get competitive advantage generated by internal resources.

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