Impact of High Involvement Work Practices on Employee Performances in Health Sector, Pakistan

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Abstract
The purpose of this study is to evaluate the association of different dimensions of high involvement work practices with employee performance in the health department. These high involvement practices are shared decision making, compensation and rewards, shared information, and organizational training. A survey questionnaire based on simple random sampling is used to collect the data from employees of the health department that includes doctors, nutritionists, dispensers, and other staff at rural health centers. A total of 202 survey responses were used to empirically test the measures and propositions by using structural equation modeling (SEM). Results showed that all four dimensions of employee involvement have a positive and significant impact on employee performances. Furthermore, it has revealed that shared information and organizational training keep the increasing importance of effecting employee performances. This research has highlighted the essential recommendations and directions for further studies. The stronger connection has been evaluated among rewards and employee performances. Separate impact of such factors like competitive salaries, fair rewards, and recognition system have been found as significantly associated with the higher performance level of the employee performance in the organizations.

Keywords: Shared Decision Making, Employee Rewards, Shared Information, Employee Training, Employee Performance

BACKGROUND AND INTRODUCTION
High involvement work systems (HIWS) have considered a model of today’s management for increasing employee performance in organizations (Butts et al., 2009). This innovative notion has attracted the attention of researchers for evaluating the association of HIWS and organizational performances. Previous researchers have prominently highlighted the supportive results that verify the relationship of HIWS and many aspects of organizational performances, including competitiveness of organizations, good return of investment, but minimal researchers have targeted to evaluate the relationship of high involvement with employee performances (Van et al., 2012). It has been seen the formal training and educational activates not fully transfer the required skills to the personnel in the organizations. Few of the employees already keep sufficient skills, but many require extensive developmental programs to enable themselves to act their part well in organizational growth (Asfaw et al., 2015).

In the resent era of scientific progress, organizational environments are becoming more and more complicated, and markets have become more competitive. Such complications are the results of technological savvy, increased competition among organizations, and the growing demands of customers for higher quality products or services. The current arrangements of organizational ecosphere related to innovation have highlighted the increasing importance in human resource management and the importance of human capital in organizations. A resource-based viewpoint offers organizations with higher performance opportunities with higher involvement working arrangements for equipping the employees with competitive capacities for increased performances (Barney and Wright, 1998).

High involvement working arrangements and increased employee involvement have remained the critical factor of success for the subjected organizations from the previous decades. Many researchers have targeted to evaluate the characteristics of high involvement management and its association with workforce productivity (Ceschi et al., 2017; Sarwar et al., 2018). In the 19th century, high involvement work practices remained as an emergent concept for strategic human resource management (SHRM). Employee involvement philosophy is empowerment and autonomy for the workforce. By reviewing the existing literature, it has been seen that four influential factors support a high involvement work system. These are shared decision making, training and development,
shared information, and fair compensations. Akoth et al. (2016) presented the four major impacts of shared decision-making processes in the organizations, i.e., it shows effective communication, the capability of developing motivation, and employee retention. Researchers have also assessed that motivation and shared decision making interrelated for presenting higher employee performances. It has also been seen that most of the businesses lack performance due to the lesser involvement of junior staff in day to day decisions. It has been recommended that participatory decision making is significantly essential for higher employee performances in the origination (Sarwar et al., 2019).

Training and Development would deliver prospects to the staff to make a better professional life and acquire a healthier position in an association. In doing so, administration proficiency would be enlarged. On the other hand, personnel are the assets and assets of an association if they are capable and skilled would accomplish improved than those who are inexpert and unqualified (Neelam, 2014). Employee training and development in an organization has an positive and significant impact on organizational performance. Arguments of all the outcomes demonstrate the hypotheses; Training strategy has an important outcome on the organizational performances. On the employee job training has a significant influence on the organizational enactment. Knowledge transfer smartness has a considerable impact on the organizational efficiency, and Training & development has a unique and vital effect on the organizational performance.

Fair compensation and rewards have pointed out as good predictors of high involvement work systems in organizations. Studies have highlighted that there exists a positive impact of fair compensation and rewards system on the performance level of employees in organizations. The stronger correlation has been assessed among rewards and employee performances. There is a separate impact of such factors such as competitive salaries; fair rewards and recognition system have been found as significantly associated with the higher performance level of the employee performance in the organizations (Hameed et al., 2014). Ayesha et al. (2015) indicated that there is significant importance of motivating factors such as intrinsic and extrinsic motivational factors for high productivity levels in organizations. Intrinsic motivating factors such as salary, pay, and rewards have been found significantly associated with the satisfaction level, motivation, and performance level of employees.

Researchers have identified the different types of shared knowledge management as knowledge acquisition and responsiveness significantly associates the encouragement of employees for their innovative performances in contrast to knowledge dissemination (Jafari, 2014). It has been found previously that employee feels well-motivated when they know the processes in the organizations; hence they performed well. Zulch (2014) believed that success of communication is very much dependent on the level of trust a project manager gets from team-members and the ability of project manager to get them to work as a unit. Team members are required to integrate, collaborate, collate, and share knowledge and information to attain project goals. In Pakistan, future researchers are needed to assess the potential outcomes of HIWS for employee and organizational perspectives, especially how HIWS effects employee enactment. To fill this knowledge gap, the present study evaluates the effects of HIWS on employee well-performance through participatory decision making, training and development, shared information, and fair pay systems.

Significance of the Study
Current study stabs for filling the existing gap in the literature by evaluating the effect of high involvement work applies to worker’s performance by collecting the employee level data. The results of this study will assist the management for strives to accomplish concentrated performances from their human capital but its opportunities associated with the human skill and effective working practices along with their readiness to support their goals with the aims of the business. The study is also significant for senior management of health department, organizational managers, administrators, and supervisors for consulting the in-practice trends and perception levels of organizations and stakeholders to implement HWIS in an effective way for increasing the performance of human capital. The results of this research support the policymakers to understand the innovative ways and to attract the attention of all concerns for efficient involvements of staff. This study attempts to highlight the trends and intentions of organizations incorporating work involvement practices in the health department, the government of Punjab, that will be beneficial for other sectors.

Although there is still some contradiction about the prioritization of effective factors for effective work involvement practice that brings successive performance to the organizations. Public sector organizations are facing very problematic issues for recognizing the factors the make effective employee work involving practices for improving the performance level of employees (Kumar et al., 2013; Aleem et al., 2012). Therefore, in the absence of well-recognized factors for HIWS, effective employee performances could not be achieved. This study aims to fill this knowledge gap to highlight the prospective employee work involvement factors for evaluating their influential role towards performance level of human capital. The basic purpose of this research is to highlight the important factors that influence the implementations of high work involvement systems for better employee performances.

LITERATURE REVIEW
Basic Concepts and Definitions
Performance
By the definition of the performance it has been termed as the capacity of working for one hour of an employee in a limited time. Performance has also been explained as the produced quantity in return of the labor being utilized in a specific amount (Ceschi et al., 2017). The performance itself keeps its distinctive dimension, such as quality, comprehensiveness with the required quantity.

Employee Performance
Performance has been referred to as the positive and negative contributions of individuals. Performance of each employee has been referred to as the foundation of organizational performances as a whole (urRehman et al. 2012).

Training and Development
Obeidat et al. (2014) have explained the training and development process as the process of arranging the skill level, knowledge level, and enhancing the regular
competencies through scheduled or unscheduled training and developmental efforts in organizational programs. Training and developmental activities have been explained as continuous and systematic activities for mainlining the effective skill level of employees in the organizations that assist the employees in presenting the higher level of outputs and organizational missions.

**Participative/Shared decision-making**
Employee participation and engagement in decision-making have been referred to as the managerial strategy to strive for the effective performances in the organizations; its outcomes are linked with employee commitment, turnover, motivational level, job satisfaction level, or the employee surviving in the respective organization (Agwu, 2014).

**Compensation**
Compensation is the tool that is usually used to direct the employee’s energy and presentation of work in an organization. Non-financial incentives also result as a good motivator for exhibiting better results (Salisu et al., 2015). The sales force feels accustomed to the non-stable compensation plan; it leads to the ineffective motivation factor for them; managers need to uphold and sustain the non-financial approaches for motivation (Salisu et al., 2015).

**Reward/Incentive Programs**
As per Futrell (2011), there are two kinds of employee reward plans, i.e., financial and non-financial. Every organization sets its plan for rewarding employees that cover the four major areas of interest as learning and development, compensation and rewards, employee involvement, and organizational leadership.

**Participative/shared decision making and employee performance**
Researchers have shown a significant relationship between competent decision-making and staff performance. Especially for those workers who keep low decision-making powers exhibit more sensitive towards their duties and performances. On the opposite side, higher decision powers in shared context result in exhaustion of extra role-performance in the organizations. Such results significantly indicate the processes of decision-making and working environment situations are well associated with job functions (Ceschi et al., 2017). The results of previous studies suggest decision-making as an important function for increased employee performance in organizations. When there is increased participation of the employee in day to day job decisions, there will be an increased performance level of employees and organizations as a whole (Al Sughayir, 2016).

Similarly, George et al. (2016) indicated that leadership application in employee participation importantly influences the performance level of employees positively. Francis and Ekaette (2016) showed that there is a positive relationship between styles of management and performance of employees in the business. In this regards, lasses-fair styles of leaders in the organization’s product with negative outcomes. Researchers have shown that involving the employee in decision-making affects their performance positively; such increased performance is associated with participative management styles. Organizations are required to involve staff in the decision-making process for attaining increased employee performance as well as the overall performance of the organizations (Francis and Ekaette, 2016).

It is also evident from the previous studies that there exists a positive association between change-oriented citizenship behavior and intrinsic motivation of staff. Researchers have presented that internal motivation plays an indirect role in the association of participative decision making and performance of employees (Sagnak, 2016). It was reported that workers involved in decision-making and encouragement provided by the managers in the organizations significantly associates with the increase in employee creativity. Manager’s support and the environment in the organization act as a mediator for resulting positive performance in a significant way. Employee creativity significantly associates with participation and ultimately increased the performance of employees through organizational change climate (Zubair et al., 2015).

According to Ojokuku (2014), small and medium organizations should pay particular attention to employee sharings in the decision-making process, which has been seen as significantly influencing the individual growth and performance in the organizations. Ezekiel et al. (2015) showed that participatory management is not much effective in university processes because general management has been seen to be reluctant to share the authorities of decisions and related information with employees. This research recommends that educational institutes must introduce shared decision making in organizations for providing opportunities for enhances performances. Akoth et al. (2016) presented the four major impacts of shared decision-making processes in the organizations, i.e., it shows effective communication, the capability of developing motivation, and employee retention. Researchers have also assessed that motivation and shared decision making interrelated for presenting higher employee performances.

**Training & Development and employee performance**
Training and Development would deliver prospects to the staff to make a better professional life and acquire a healthier position in an association. In doing so, administration proficiency would be enlarged. On the other hand, personnel are the assets and assets of an association if they are capable and skilled would accomplish improved than those who are inexpert and unqualified (Neelam, 2014). Employee training and development in an organization has a positive and significant impact on organizational performance. Arguments of all the outcomes demonstrate the hypotheses: Training strategy has an important outcome on the organizational performances, on the employee job training has a significant influence on the organizational enactment, Knowledge transfer smartness has a significant influence on the organizational efficiency, and Training & Development has a special and important effect on the organizational performance. All training and development related activities have prominent interlinked impacts with organizational performance. Training and development activities have also been assessed as a cost-reducing activity inside any organization. It heavily depends on the training design and the practical strategies for improving the effectiveness of these programs on organizational productivity (Ghaffar and Furqan, 2011).

This study supports the opinions of (Lautuh, 2010) that effective training and development organizes persons to
Training is the strategic aspect of increasing up to the motivational level of workers’ and coming up as the core cause of organizational standing. As per the above investigation, which has been shown by pilot analysis (Batooll, 2012), fundamentally describes the standing of training of employees to contribute to the marketplace and get the benefit. It also underlined that the organizations who invest their large amount on the training of employees’ either surviving or new ones to retain them and catching the large amount of target-oriented market (Neelam Tahir, 2014), as per this research, which has directed by the linear regression investigation and concentrating on that training and development are the foremost significant tool which becomes the supportive approach for members’ to intensify their efficiency, competence, understanding, and abilities. It is also supportive of growing the production and market segment of the institute. Large organizations concentrating on quality will see cost as an outlay. However, companies must take note of fixed cost inferences when taking results. Therefore, workers must corroborate their value of training activities to justify the investment (Sung and Choi, 2014). Therefore, organizations that contest by excellence necessitate highly skilled workforces, but those challenging at the centre of the cost may not rationalize training and resulted presentation (Adzido, 2015).

Shared information and employee performance
A significant association between shared information, productivity, development, and employee performances is described by Sanjar and Arezoo (2015). Research recommends that there should be an effective communicational information sharing system for higher performances of human capital in organizations. Jafari (2014) presented the results of his study that shared knowledge in effective communicational arrangements play a significant role if employee motivation and performance in the organizations. Research has identified the types of shared knowledge management as knowledge acquisition, and responsiveness significantly associates the encouragement of employees for their innovative performances in contrast to knowledge dissemination.

People's expertise emphasizes nurturing an atmosphere of vigorous partaking and marginal dysfunctional clash by building trust environment, continuous practices without complexity, communicating prospects, and clearness in communication ways (Anantatmula, 2010). Zulch (2014) believed that success of communication is very much dependent on the level of trust a project manager gets from team-members and the ability of the project manager to get them to work as a unit. Team members are required to integrate, collaborate, collate, and share knowledge and information to attain project goals. Communication of project manager is not only through language, but also through his/her character, including personality, behavior, and attitude. Permitting members of the team to be responsible for their tasks and vision sharing with members of the team will boost the formal information flow in all sides such as lateral, horizontal, diagonal, downward, and upward, consequential of useful feedback. Accordingly, project managers allowing members to be responsible for their assigned task will achieve extra and better communication — the consequences specified person-orientated tactics regarding project management.

Fair pay/rewards and employee performance
Wallace and Linet (2016) have conducted the research to assess the effect of different motivational dimensions like employee allowances, recognition, responsibility allocation, and career growth for better employee performances in the organizations. Researchers have resulted that these dimensions significantly impact the performance level of staffs researcher has also recommended the future researches to compare the results in private and public sector organizations. Msengeti et al. (2015) presented the results on the potential factors of motivation that move worker’s performances; this research resulted that staff training and employees have prominent factors that affect the performance of employees in the corporate sector. Researchers have recommended the future researches to evaluate the different motivational techniques for higher performances of employees. Omollo et al. (2015) stated that different motivational factors like job enrichment, employee training, team buildings, and monitory rewards keep the significant variance of change towards the performance levels in different banks. By concluding the results, the researcher has highlighted the need for further studies by the impact of full factors to motivate organizational employees.

Researchers have concluded that there exists a positive impact of fair compensation and rewards system on the performance level of employees in the organizations. The stronger correlation has been assessed among rewards and employee performances. Separate impact of factors like competitive salaries, fair rewards, and recognition systems have been found as significantly associated with the higher performance level of the employee performance in the organizations (Hameed et al., 2014). The findings of Ayesha et al. (2015) suggests that there is the significant importance of motivating factors such as intrinsic and extrinsic motivational factors for high productivity level in the organizations. Intrinsic motivating factors such as salary, pay, and rewards have been found significantly associated with the satisfaction level, motivation, and performance level of employees. The above researchers have presented the if employees have rewarded fairly based on merit, paid appropriate salaries and recognized their hard-working efforts and acknowledged their results, it will boost their satisfaction and affect future performances in a positive way that will prove as helping hand for official outcomes of organizations (Ayesha et al., 2015).

It has observed that fair pay keeps a weaker influence on worker’s retention in the organizations while organizational working environment keeps the strongest impact as compared to pay (Msengeti et al., 2015). Okioga (2012) has resulted that the capacity of the organizations to keep talented employees depends on two folded bases. The organizations that present higher performances keep special care of employee selection.
and retention through different motivational tools such as training, rewards, fair pay, and special incentive programs to increase the individual performance level and hence, the overall performance of the organization. Employee salary and working conditions heavily affect the performance level of employees. It is also suggested that the management of organizations must focus on the rewards, motivation, and satisfaction factors in the organizations for higher performances (Msengeti et al., 2015).

**Theoretical framework and Study Hypotheses**

High involvement work practices have referred to as a result of extending greater participation of workers above than their job discretion (Wood and Chidiebere, 2016). Wood et al.'s (2012) termed that involvement management is the specific approach that supports greater direct proactiveness, cooperation, flexibility among staff by shared practices, teamwork, idea capturing, and flexible designs of the job. Involvement practices indirectly assist financial matters, training, and employee job appraisal system in the organizations. Researchers have indicated that high involvement work practices mainly focus on coordinated actions, greater understandings for pursuing organizational objectives (Gittell, Seidner, & Wimbush, 2010).

The model of mutual gain in HRM indicates the promotion of higher involvement management as a tool for managing a workforce that undertakes the win-win strategy for employees and employers. This approach of involving employees in organizational tasks is a distinctive one that offers a higher level of self-satisfaction and well-being and increases performances. Implementing high-involvement practices entails employee-friendly messages for performing well (Erhnrooth and Bjorkman, 2012). Such methods also result in the dedication and job satisfaction of employees because when employees feel well-motivated, they feel satisfied and perform well (Elorza, Aritzeta and Ayestaran, 2011).

**Expectancy theory**

Victor Vroom has introduced the theory of expectancy for the motivational assessment of employees. This theory is mostly implemented and widely used in different fields of professions (Suciu et al., 2013). In the view of this theory, employees perform and expect that their performance and efficiency to attain the objectives will bring laurels to them through proper awards and recognitions by fair means of the evaluation system of performances. As employees think that in return to their performances, the rewards will honor them, and they will get its output (Suciu et al., 2013). The main idea behind this expectancy theory is that the employees will feel themselves as motivated if their efforts will bring rewards and honest evaluation inside the organization. If the efforts of the employees will not be fairly dealt with, then the employees will think of themselves as demotivating.

Expectancy theory will follow the following points related to employee effort and motivation

1. Relationship of effort and performances, this includes putting the higher side efforts and presenting the greater performances.
2. Relationship of performances and rewards includes the resulted performances and presentations of rewards and appraisals in return to those performances
3. Association of rewards and personal relationship, this includes the reward attraction of individuals and their satisfaction in return to those rewards

Hence, Vroom indicated that the motivational levels of employees are liked with the efforts which they exert and expect the rewards to satisfy their needs and takes motivation accordingly.

**Review of expectancy theory associating with employee rewards, shared information and performance**

Williams & Attih (2017) indicated an intrinsic type of rewards is the key tool for motivating the employees and involving their interests in organizational tasks. When employees are rewarded with fair rewards, it proves a positive signal that they will perform well by ascending on their career ladder. Rajalingam et al. (2015) explained that the theory of expectancy refers to employee motivation. Researchers have related rewards with employee behaviours; an equal rewards system directs an employee to be satisfied with performing well. The values of employee appraisals are significant courage for improving employee enactments in the organizations.

Muindi (2015) assessed the role of expectancy theory and resulted that expectancy is the strategy instrumentality that combines to determine the efforts of individuals and theory producing performances. Communication in organizations has been referred to as an implementation of the effect of expectancy theory. It is the communication associated with employee behaviours and hence, their performances (Stephen, 2016). The researcher identified that supervisors are required to communicate their employees to persuade the employee for better outcomes.

Mayfield & Sharbrough (2015) indicated that employees' expectations have not previously been studied in a broader spectrum. Employee motivation and demotivation usually result from the interactions and effective communicational channels. In this regard, researchers have highlighted that expectations influence communication and further performances. Expectations of staff are highly associated with their performance levels. It is the right of employees to know about the feedback and shortcomings that hurdle their performance, and managers may effectively advise them to increase their performances.

Elizabeth & Kwesi (2016) highlighted the power of expectancy is based on previous experiences, i.e., reinforcement, but it also depends on the individual response with incoming situations like variations in jobs, payment schedules, or working environments offered by the management. Moreover, expectancy theory standardizes the rewards system parameters that which reward is to be offered at the required time on a fair basis. The research concluded the significant relationship of employee need for rewards for increased performance (Parijat and Bagga, 2014).

**Expectancy theory for employee training and performance**

Christiana (2017) presented that 50% of participants in the study have replied that they have received the on the job training and development sessions, and these activities have offered them increased motivation for performing work tasks in a better way. These opportunities offer employees for
learning advantages by involving employees for performing the jobs well. The research pointed out the employees demand growth-oriented opportunities from a working environment that should only be possible by fair developmental opportunities. Those organizations which come up to the expectations of employees and offer growth opportunities retain a motivated workforce with increased skills and performances (Christiana, 2017).

Christiana (2016) concluded that the Expectancy theory keeps special account the employee with changed employee’s expectations offers higher motivational outcomes and efficient performances. Training and development programs increase the level of commitment that saves the loss of organizational money and increases the performance level. When organizations spend more resources on employee training for new as well as existing employees, it reduces the turnover ratio and increases motivation for performing in a new spirit. Earlier research deficits are exploring employee prospects of their enactment through recognition/rewards as ever-changing instruments (Stephen, 2016).

Research Hypotheses
H₁: Participative decision making has a significant positive effect on employee performance.
H₂: Training has a significant positive effect on employee performance.
H₃: Shared information has a significant positive effect on employee performance.
H₄: Fair pay/rewards have a significant positive effect on employee performance.

RESEARCH METHODOLOGY
For better representation and generalizability of results, a quantitative analysis method is used. The data for the full-scale administrative survey was obtained from the target population of the study. That is the employees of preventive health care hospitals, departments of health, Punjab. In the preventive sector, there are Basic Health Units (BHU’s) and regional health centers (RHC’s). This study has selected an accessible population of employees working in preventive health care centers (BHU’s and RHC’s). The study employed structural equation modeling so as per guidelines of (Awang, 2015; Awang et al., 2015; Afthanorhan et al., 2017, 2017a, 2018, 2019) for studies employing SEM 200 sample size is adequate. So, the sample size chosen for this study is 202 employees, and data was collected using a simple random sampling technique. The respondents were asked to respond voluntarily to a self-administered questionnaire. This approach is useful for avoiding non-serious and for gathering responses from those genuinely interested (Awang et al., 2018). Table 4.2 presents a description of the demographics.

Results and Analysis
The following table shows the values of Cronbach Alpha.

Table 1: Reliability test

<table>
<thead>
<tr>
<th>S.no</th>
<th>Scale Name</th>
<th>No of Items</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Shared Decision Making</td>
<td>4</td>
<td>.785</td>
</tr>
<tr>
<td>2</td>
<td>Organizational Rewards</td>
<td>5</td>
<td>.831</td>
</tr>
<tr>
<td>3</td>
<td>Shared Information</td>
<td>3</td>
<td>.767</td>
</tr>
<tr>
<td>4</td>
<td>Organizational Training</td>
<td>4</td>
<td>.792</td>
</tr>
<tr>
<td>5</td>
<td>Employee Performance</td>
<td>5</td>
<td>.752</td>
</tr>
</tbody>
</table>

Frequency distribution of demographic characteristics

Table 4.2: Demographics

<table>
<thead>
<tr>
<th>Demographic Analysis</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>173</td>
<td>62</td>
</tr>
<tr>
<td>Female</td>
<td>29</td>
<td>38</td>
</tr>
<tr>
<td>Age (Years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-25</td>
<td>24</td>
<td>11.9</td>
</tr>
<tr>
<td>25-35</td>
<td>79</td>
<td>38.1</td>
</tr>
<tr>
<td>35-45</td>
<td>61</td>
<td>30.2</td>
</tr>
<tr>
<td>45 and more</td>
<td>38</td>
<td>18.8</td>
</tr>
<tr>
<td>Qualification</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intermediate</td>
<td>24</td>
<td>11.9</td>
</tr>
<tr>
<td>Graduate</td>
<td>92</td>
<td>45.5</td>
</tr>
<tr>
<td>Masters and Above</td>
<td>86</td>
<td>42.6</td>
</tr>
<tr>
<td>Total work hours Doctor per day</td>
<td>55</td>
<td>27.2</td>
</tr>
<tr>
<td>Nutrition Supervisor</td>
<td>39</td>
<td>19.3</td>
</tr>
<tr>
<td>Dispenser/Technician</td>
<td>84</td>
<td>41.6</td>
</tr>
<tr>
<td>Others</td>
<td>24</td>
<td>11.9</td>
</tr>
</tbody>
</table>

Table 4.3: Training status of employees
Have you ever attended a refresher training/course?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Yes</td>
<td>143</td>
<td>70.8</td>
</tr>
<tr>
<td>No</td>
<td>59</td>
<td>29.2</td>
<td>29.2</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>202</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Measures
There were two sections of the survey questionnaire. The first section consists of measures taken from different works of literature to determine the variable in the study. Each construct consisted of multiple items, and participants were requested to record their responses on a 5-point Likert scale ranging from 1 to 5 strongly disagree and strongly agree. And the second section was about taking information regarding respondent’s demographics. Shared Decision Making was measured by using a 4-item measurement scale adopted from Boxall &Macky (2014). Shared Information was measured by using 3 items measurement scale adopted from Boxall &Macky (2014). Rewards were measured by using 5 items measurement scale adopted from Boxall & Macky (2014). The
training was measured with the help of 4 items measurement scale adopted from Viktoria (2014). Employee Performance was measured with the help of 5 items measurement scale adopted from Viktoria (2014).

Data Analysis and Results
The data cleaning process is performed before conducting structural equation modeling. In data cleaning, missing values, outliers, and normality was examined. Data set with no missing values and outliers were tested for normality test. All the items fell within the expected range of ±3Skewness and Kurtosis.

Measurement model
The confirmatory factor analysis (CFA) for convergent validity, discriminant validity, and reliability of measurements was performed. In CFA, the measurement was assessed by the factor loading, Cronbach Alpha, composite reliability (CR), and Average Variance Extracted (AVE). The threshold for factor loading is 0.7, 0.7, 0.6, and 0.5 for Cronbach Alpha, CR, and AVE, respectively (Awang, 2015). The AVE should be greater than 0.50 (Afthanorhan et al. 2017, 2017a, 2018, 2019). Results are in support of the model fitness, validity, and reliability of measures (see Table 4.4).

<table>
<thead>
<tr>
<th>Table 4.4: CFA Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Variable Names</strong></td>
</tr>
<tr>
<td>Shared Decision Making</td>
</tr>
<tr>
<td>SDM01</td>
</tr>
<tr>
<td>SDM02</td>
</tr>
<tr>
<td>SDM3</td>
</tr>
<tr>
<td>SDM4</td>
</tr>
<tr>
<td>Compensation and Rewards</td>
</tr>
<tr>
<td>C&amp;R01</td>
</tr>
<tr>
<td>C&amp;R02</td>
</tr>
<tr>
<td>C&amp;R3</td>
</tr>
<tr>
<td>C&amp;R4</td>
</tr>
<tr>
<td>C&amp;R5</td>
</tr>
<tr>
<td>Shared Information</td>
</tr>
<tr>
<td>SI01</td>
</tr>
<tr>
<td>SI02</td>
</tr>
<tr>
<td>SI3</td>
</tr>
<tr>
<td>Organizational Trainings</td>
</tr>
<tr>
<td>OT01</td>
</tr>
<tr>
<td>OT02</td>
</tr>
<tr>
<td>OT3</td>
</tr>
<tr>
<td>OT4</td>
</tr>
<tr>
<td>Employees Performance</td>
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<td>EP05</td>
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Results of Hypotheses Testing
The structural model was estimated to test the hypotheses. The results are depicted in Table 4.6. Model fit indices are in support of model fit. According to the data analysis, all proposed hypotheses were accepted. Results showed that participative/shared decision making has a positive effect on employee performance, i.e. (β=.294, p<.01) in support of H1. Moreover, training has a positive effect on employee performance (β=.343, p<.01) supporting H2. Furthermore, it was proposed that shared information has a positive effect on employee performance, and results are (β=.158, p<.01), so H3 is accepted. Finally, the next path analysis Fair pay/rewards have a positive effect on employee performance (β=.343, p<.01), has supported, so H4 also accepted.
Association of training and development with employee performance
This study has revealed that organizational training keeps a significant impact on the performance of employees of the health department targeted in this research. Training and Development would deliver prospects to the staff to make a better professional life and acquire a healthier position in an association. In doing so, administration proficiency would be enlarged. Besides this study, the researches on Pakistani context for assessing the impact of training and development activities have revealed the fact that very few of the organizations usually keep the passion for fulfilling the training requirements and demands of employees and practice the strategic T&D programs inside the organizations. This research offered consistent results with organizational training in lined with Abeba et al. (2015); Adzido (2015); Neelam et al. (2014); Ghaffar & Furqan (2011); Omolo (2015).

These practices assist the management in filling the existing gaps of skills and providing the helping hands for maintaining the equilibrium of effective performances through skilled employees. In Pakistan, companies are trying to focus on the training and development activities to improve the process for better organizational performances through effective T&D programs. It has proved that training is the strategic aspect of increasing up the motivational level of workers' and coming up as the core cause of organizational standing. As demonstrated by the analysis in this research.

Association of shared information and employee performance
The results of this study have shown that shared information keeps a significant association with the performance of employees. Statistical results of the current study indicated that when employees are fully informed and effectively share all new information, they will perform well. Hence, organizational performance will be better in a positive way. It has been seen that there exists a significant association between shared information, productivity, development, and employee performances. These results of shared information and employee performance are consistent with previous researchers conducted by Zulch (2014); Jafari (2014), Sanjar, and Arezoo (2015). Researchers have also indicated the organizational shared knowledge arrangements keep the influential impact on the manager’s productivity and employee performance that hence leads to the overall success of the organizations positively.

Association of fair pay/rewards and employee performance
In the present research, statistical results against the conducted survey responses of 202 employees of the health department showed that there is a significant association between employees training by the organization with the performance of employees. It has resulted that these dimensions significantly impact the performance level of staffs researcher has also recommended the future researches to compare the results in private and public sector organizations. The stronger correlation has been assessed among rewards and employee performances. Separate impact of such factors like competitive salaries, fair rewards, and recognition system.

Table 4.6: Hypotheses Results
Regression Weights: (Group number 1 - Default model)

<table>
<thead>
<tr>
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<th>Estimate</th>
<th>S.E</th>
<th>C.R</th>
<th>P</th>
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<tr>
<td>Participative Decision Making</td>
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<td>.053</td>
<td>5.495</td>
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<tr>
<td>Compensation and Rewards</td>
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<td>.048</td>
<td>3.791</td>
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<tr>
<td>Organizational Trainings</td>
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<td>.065</td>
<td>5.306</td>
<td>***</td>
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</table>

DISCUSSION AND CONCLUSION
Association of participatory decision making and employee performance
In response to the survey replies, statistical analysis has shown that independent variable shared decision making keeps a significant association with employee performances at the health department. There is a significant change of variance along with an appropriate change in beta value and significance level. Association between shared decision makings and staff performance is significant. Especially for those workers who keep increased decision-making powers exhibit more sensitive towards their duties and performances. Such results significantly indicate the processes of decision making and working environment situations are well associated with job functions.

It is indicated that leadership application in employee participation importantly influences the performance level of employees positively. The analysis of variance has presented that leadership style in participative context significantly moved employee performance. Overall, researchers have presented that leadership plays a vital role in moving employee performances in an effective way. The results of this research are inline with the findings of Ceschi et al. (2017); Alsughayir (2016); Sagnak (2016); George et al. (2016), and Francis & Ekaette (2016).
have been found as significantly associated with the higher performance level of the employee performance in the organizations.

Results of this research are consistent with the findings of Wallace & Linet (2016); Ayesha et al. (2015); Hameed et al., 2014; Omollo et al. (2015), and Msengeti et al. (2015) that significantly justifies that training of employees highly associates with the performance level of organizational employees, hence the results of this study are in line with the findings of above researchers. Researchers have recommended future researches to evaluate the different motivational techniques for higher performances of employees. By concluding the results, the researcher has highlighted the need for further studies by the impact-full factors to motivate organizational employees.

CONCLUSION
This study was aimed to evaluate the association of different dimensions of high involvement work practices with employee performance in the health department. These high involvement practices are shared decision making, compensation and rewards, shared information, and organizational training. Evaluate the relationship between these variables and evaluate the impact on the results of employees of selected factors with high participation practices, this research adopts the quantitative techniques for collecting data and employed SEM analysis for checking relationship and testing of hypotheses. Data was collected through surveys, and questionnaires have been adopted as the tool of data collection. This survey has targeted the employees of the health department that includes doctors, nutritionists, dispensers, and other staff at rural health centers.

Results showed that all four dimensions of employee involvement keep a significant effect on employee performances. All the variables in this study keep a significant relationship with each other. Furthermore, it has revealed that the shared information and organizational training keep the increasing importance of effecting employee performances. This research has highlighted the important recommendations and directions for further researches.

STUDY LIMITATIONS AND FUTURE RESEARCH DIRECTIONS
This study limits the survey to the health department in district Okara, Punjab, if it is expanded up to complete province with increased time and resources, and it may offer more generalized results. It was adopted the way of data collected through the survey; if there will be a mixed-method approach by including open-ended questions, there will be more effective results by considering suggestions of detailed replies of respondents.

This study has presented the results against targeted respondents of the health department; there are following suggestions for future researchers to consider:

- It is directed that there should be future research on comparing public and private organizations for assessing the high involvement work practices, and they are effective for employee perspectives.
- There should be future research by targeting a single dimension of high involvement practices so that there should be a deep understanding of the topic.
- It was observed that there are shared knowledge practices, but in the process of a survey it has seen that the means of knowledge and information sharing are very outdated, it is recommended that in the health department, there should be advanced information sharing practices like through internet-based devices, cell phones to update any newer
- Management of the health departments should establish equal opportunity and fair compensation systems so that ear employees can able to participate in organizational tasks with the firm belief that his efforts will be rewards fairly.

REFERENCES


