



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

¹Jawaria Nasir, ²Rashidah Mohamad Ibrahim, ³Muhammad Arslan Sarwar, ⁴Raja Irfan Sabir, ⁵Farooq Nawaz

^{1,2,3} Faculty of Business & Management, University Sultan Zainal Abidin, Malaysia
³ Faculty of Management and Administrative Sciences, University of Gujrat, Pakistan
⁴ Department of Management Sciences, University of Central Punjab, Pakistan
⁵ COMSATS University Islamabad, Pakistan

*Corresponding Author Email: javeyrianasir@yahoo.com

Received: 16th June 2020

Accepted: 8th September 2020

Published: 10th September 2020

Abstract

The purpose of this study is to 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. 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 has 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

OPEN ACCESS

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 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 organizations (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 inexperienced 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 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 on job decisions, there will be an increased performance level of employees and organizations as a whole (Alsughayir, 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 originations 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 (Latuha, 2010) that effective training and development organizes persons to

commence an advanced level of effort and deliver the likelihood of performance adjustment; and this improves the presentation of the specific and of the association. It consequently monitors that SMEs with worthy performs of training and development were initiated to accomplish developed than those lacking. But additionally, it is also considered as accurate; the organization's economic achievement is accomplished through individuals. Hence, SMEs that it takes keen benefits on training tend to succeed in greater production (Omolo, 2015).

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 (Batool, 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 monetary 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 proactivity, 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 perusing 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 wellbeing 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.

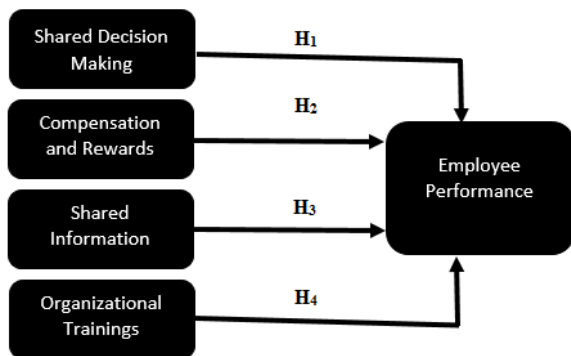


Figure 1: Research Model Diagram

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 (BHUs) and regional health centers (RHCs). 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-administrated 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

S.no	Scale Name	No of Items	Cronbach Alpha
1	Shared Decision Making	4	.785
2	Organizational Rewards	5	.831
3	Shared Information	3	.767
4	Organizational Training	4	.792
5	Employee Performance	5	.752

Frequency distribution of demographic characteristics

Table 4.2: Demographics

Demographic Analysis		Frequency	Percentage
Gender	Male	173	62
	Female	29	38
Age (Years)	20-25	24	11.9
	25-35	79	39.1
	35-45	61	30.2
	45 and more	38	18.8
Qualification	Intermediate	24	11.9
	Graduate	92	45.5
	Masters and Above	86	42.6
Total work hours per day	Doctor	55	27.2
	Nutrition Supervisor	39	19.3
	Dispenser/Technician	84	41.6
	Others	24	11.9

Table 4.3: Training status of employees

Have you ever attended a refresher training/course?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	143	70.8	70.8	70.8
	No	59	29.2	29.2	100.0
Total		202	100.0	100.0	

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 ± 3 Skewness 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 4.4: CFA Analysis

Variable Names	Factor Loadings	AVE	CR
Shared Decision Making			
SDM01	0.899	0.859	0.961
SDM02	0.944		
SDM03	0.940		
SDM04	0.924		
Compensation and Rewards			
C&R01	0.856	0.752	0.938
C&R02	0.907		
C&R03	0.893		
C&R04	0.876		
C&R05	0.799		
Shared Information			
SI01	0.926	0.864	0.950
SI02	0.948		
SI03	0.915		
Organizational Trainings			
OT01	0.917	0.715	0.908
OT02	0.912		
OT03	0.906		
OT04	0.607		
Employees Performance			
EP01	0.968	0.675	0.909
EP02	0.972		
EP03	0.878		
EP04	0.633		
EP05	0.567		

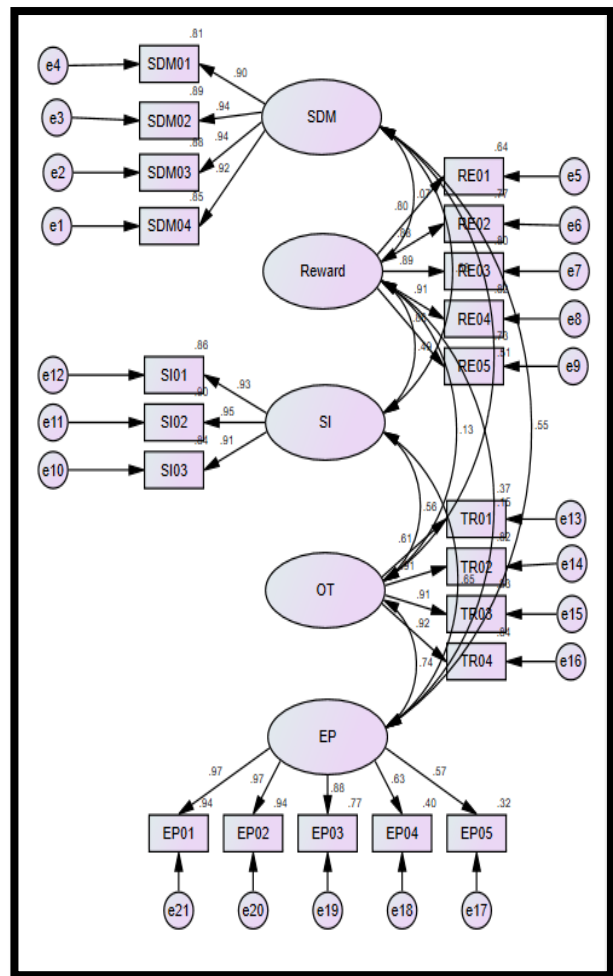


Figure 2: CFA Analysis

Model Fitness

Table 4.5: Model Fix Index

Indices	Recommended Value	Obtained Values
GFI	>.90	0.901
IFI	>.90	0.953
RMSEA	< .10	0.062
SRMR	< .10 or closer to zero	0.070
NFI	>.90	0.983
CFI	>.90	0.968
Chisq/df	Chi-Square/ df< 3.0	2.59

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. ($\beta = .294, p < .01$) in support of H1. Moreover, training has a positive effect on employee performance ($\beta = .343, p < .01$) supporting H2. Furthermore, it was proposed that shared information has a positive effect on employee performance, and results are ($\beta = .158, p < .01$), so H3 is accepted. Finally, the next path analysis Fair pay/rewards have a positive effect on employee performance ($\beta = .343, p < .01$), has supported, so H4 also accepted.

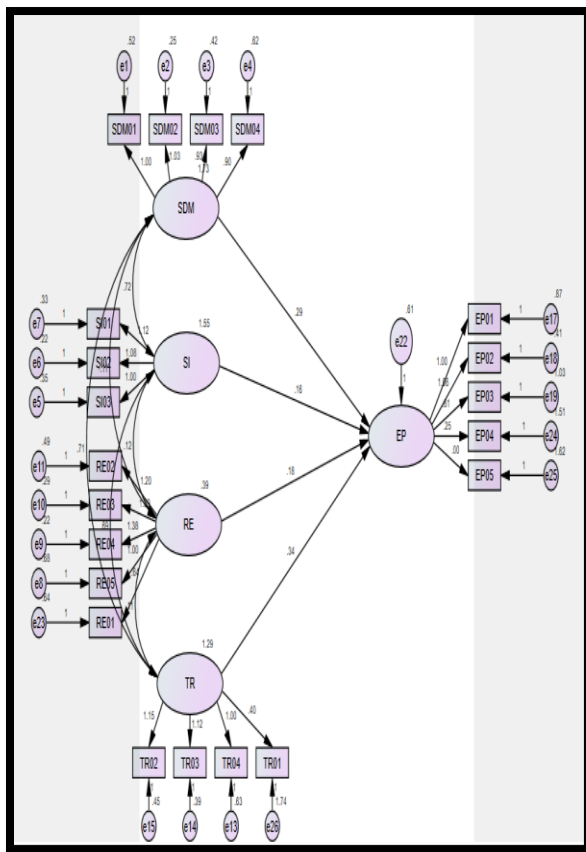


Figure 3: Structural Model

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

		Estimate	S.E.	C.R.	P
Employees Performance	<--- Participative/ Shared Decision Making	.294	.053	5.495	***
Employees Performance	<--- Shared Information	.158	.053	2.989	.003
Employees Performance	<--- Compensation and Rewards	.182	.048	3.791	***
Employees Performance	<--- Organizational Trainings	.343	.065	5.306	***

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 in lined with the findings of Ceschi et al. (2017); Alsughayir (2016); Sagnak (2016); George et al. (2016), and Francis & Ekaette (2016).

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

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 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 employees can be able to participate in organizational tasks with the firm belief that his efforts will be rewarded fairly.

REFERENCES

- Abdul Hameed, Muhammad Ramzan, Hafiz M. Kashif Zubair, Ghazanfar Ali and Muhammad Arslan. (2014). Impact of Compensation on Employee Performance (Empirical Evidence from Banking Sector of Pakistan). *International Journal of Business and Social Science*, 5 (2), 302-308.
- Abdulrahman Alsughayir. (2016) Employee Participation in Decision-making (PDM) and Firm Performance. *International Business Research*, 7 (2), 64-70.
- AbebaMitikuAsfaw, MeseleDamteArgaw and LemessaBayissa. (2015). The Impact of Training and Development on Employee Performance and Effectiveness: A Case Study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. *Journal of Human Resource and Sustainability Studies*, 3 (1), 188-202.
- Afthanorhan, A., Awang, Z., & Fazella, S. (2017). Developing the patients' loyalty model for medical tourism industry: the case of Malaysia. *International Journal of Society Systems Science*, 9(2), 139-164.
- Afthanorhan, A., Awang, Z., & Fazella, S. (2017a). Perception of Tourism Impact and Support Tourism Development in Terengganu, Malaysia. *Social Sciences*, 6(3), 106.
- Afthanorhan, A., Awang, Z., Salleh, F., Ghazali, P., & Rashid, N. (2018). The effect of product quality, medical price and staff skills on patient loyalty via cultural impact in medical tourism. *Management Science Letters*, 8(12), 1421-1424.
- Afthanorhan, A., Awang, Z., Rashid, N., Foziah, H., & Ghazali, P. (2019). Assessing the effects of service quality on customer satisfaction. *Management Science Letters*, 9(1), 13-24.
- Agwu, M. a. (2014). Perception Survey of Employees Participation in Decision Making and Organizational Productivity in Julius Berger Nigeria PLC Bonny Island. *British Journal of Economics, Management & Trade* 8 (5), 15-24.
- Asiamah, Nestor. (2017). The nexus between health workers' emotional intelligence and job performance: controlling for gender, education, tenure, and in-service training. *Journal of Global Responsibility*, 8(1), 10-33.
- Awang, Z. (2015). SEM Made Simple: A Gentle Approach to Learning Structural Equation Modelling. *Bandar Baru Bangi, MPWS Rich Resources*.
- Awang, Z, Lim, SH. and Zainudin, NFS. (2018). Pendekatan Mudah SEM-Structural Equation Modelling. *Bandar Baru Bangi, MPWS Rich Resources*.
- Awang, Z., Afthanorhan, A., Mohamad, M., & Asri, M. A. M. (2015). An evaluation of measurement model for medical tourism research: the confirmatory factor analysis approach. *International Journal of Tourism Policy*, 6(1), 29-45.
- Ayesha Ajmal, Mohsin Bashir, Muhammad Abrar, Muhammad Mahroof Khan and Shah Nawaz Saqib. (2015). The Effects of Intrinsic and Extrinsic Rewards on Employee Attitudes; Mediating Role of Perceived Organizational Support. *Journal of Service Science and Management*, 4 (1), 461-470
- Ayesha Aslam, Amna Ghaffar, Tahleel Talha & Hina Mushtaq. (2015). Impact of compensation and reward system on the performance of an organization: an empirical study on the banking sector of Pakistan. *European Journal of Business and Social Sciences*, Vol. 4, No. 8. 319-325.
- Barney, J. B., & Wright, P. M. 1998. On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management*, 37 (3), 31-46
- Batool, B. B. (2012). Effects of employees' training on the organizational competitive advantage. *Far East Journal of Psychology and Business*, 5 (3), 111-119
- Benita Zulch (2014) Leadership communication in project management. 27th IPMA World Congress. *Procedia - Social and Behavioral Sciences*, 2 (1), 172-181

- Boxall, P., & Macky, K. (2014). High-involvement work processes, work intensification and employee well-being. *Work, employment and society, 28*(6), 963-984.
- Ceschi A, Demerouti E, Sartori R and Weller J. (2017). Decision-making processes in the workplace: How exhaustion, lack of resources and job demands impair them and affect performance. *Front Psychol, 8* (2), 313-318
- Christiana O. Ogbogu (2017). The Effects of Motivation on Staff Job Performance: Evidence from the Lagos State Ministry of Environment, Nigeria. *Journal of Sustainable Development*. Vol. 10, No. 2. 183-186
- David Mwakidimi Msengeti & Joseph Obwogi (2015) Effects of Pay and Work Environment on Employee Retention: A Study of Hotel Industry in Mombasa County. *International Journal of Scientific and Research Publications*, Volume 5, Issue 4. 1-10.
- ElizabethBoyeKuranchie-Mensah&KwesiAmponsah-Tawiah (2016)Employee Motivation and Work Performance: A Comparative Study of Mining Companies in Ghana. *Journal of Industrial Engineering and Management*. Vol 9(2). 255-309
- Elorza, U., Aritzeta, A., &Ayestarán, S. (2011). Exploring the black box in Spanish firms: The effect of the actual and perceived system on employees' commitment and organizational performance. *Journal of Human Resource Management, 22*: 1401-1422
- Erhnröth, M., & Björkman, I. (2012). An integrative HRM process theorization: Beyond signaling effects and mutual gains. *Journal of Management Studies, 49*: 1109-1135.
- Ezekiel KipkorirMutai, Thomas K. Cheruiyot& Joseph KipronoKirui (2015) Impact of participatory management on employee performance: a case of Moi University. *Global Journal of Commerce and Management perspective, 4* (2), 55-59
- Florence Muindi (2015)Quality of work life, personality, job satisfaction, competence, and job performance: a critical review of literature. *European ScientificJournal*. Vol 11 (26). 223-235
- Francis I. Okon (Ph.D.) and EkaetteUbonglsong (2016)Management styles and employees' performance in small scale business enterprises in akwaibom state, Nigeria. *International Journal of Small Business and Entrepreneurship Research, 4*(5), 51-61
- Futrell, C. (2011). ABC's of Relationship Selling through Service (11th ed.). New York: McGraw-Hill, 10-21.
- George W. Lumbasi, George O. K'Aol and Caren A. Ouma (2016) The Effect Of Participative Leadership Style On The Performance Of COYA Senior Managers In Kenya. *Researchjournal's Journal of Management, 4* (4), 1-12
- Ghaffar and Furqan (2011) Impact of Training and Development on Organizational Performance. *Global Journal of Management and Business Research, 11* (3), 67-68
- Gittel, J. H., Seidner, K., & Wimbush, J. (2010). Relational model of how high-performance work systems work. *Organization Science, 21*: 490-506.
- Jonathan William Omolo (2015) Training and Development on Performance of Small and Medium Enterprises in Kisumu County, Kenya,*International Journal of Research in Business Studies and Management, 2* (1), 29-30
- Latuha, Marina O. (2010). Approaches to corporate training systems for executives: evidence from Russian companies. *Human Resource Development International, 13*(2), 207-223.
- Mayfield, J., Mayfield, M., &Sharbrough, W. (2015). Strategic vision and values in top leaders' communications: Motivating language at a higher level. *International Journal of Business Communication, 52*, 97-121.
- Muhammad Aleem, Zulfiqar Ahmad Bowra, WasimHamed and AlamdarHussain Khan. (2012) An empirical investigation of human resource practices: A study of autonomous medical institution employees in Punjab, Pakistan. *African Journal of Business Management*. Vol. 6(21). 6390-6400
- NeelamTahir, I. K. (2014). The Impact of Training and Development on Employees' Performance and Productivity, *International Journal of Academic Research in Business and Social Sciences, 4* (2), 52-58
- NeelamTahir, Israr Khan Yousafzai, Shahid Jan and Muhammad Hashim (2014) The Impact of Training and Development on Employees Performance and Productivity A case study of United Bank Limited Peshawar City, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences, 4* (3), 86-97
- Obeidat, B. Y. (2014). The Relationships among Human Resource Management Practices, Organizational Commitment, and Knowledge Management Processes: A Structural Equation Modeling Approach. *International Journal of Business and Management, 3* (2), 9-26.
- OjokukuRoseline M (2014) Effect of Employee Participation in Decision MakingOn Performance of Selected Small and Medium Scale Enterprises in Lagos, Nigeria, 6 (2), 93-97
- Okioga C.K. (2012). The Contribution of a Developed Reward System on Employee Retention: A Case of Kisii Bottlers Limited: Kenya. *European Journal of Business and Management, 4*(16), 9-21.
- Omollo, Pamela Akinyi, &Oloko, MA. (2015). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International journal of human resource studies, 5*(2), 87-103.
- Parijat, Pranav, &Bagga, Shilpi. (2014). Victor Vroom's expectancy theory of motivation—An evaluation. *International Research Journal of Business and Management, 7*(9), 1-8.
- PhylisterAkothOloo and Bula Hannah Orwar. (2016) Influence of Participatory Decision Making of Junior Staff at the Retail Markets in Kenya. An Empirical Study of Uchumi Supermarket in Nairobi. *International Journal of Education and Research, 4* (1), 1-17
- Rajalingam, Yasothai, JunaimahJauhar and Abdul Ghani, Bashawir. (2015) A Study on the Impact of Empowerment on Employee Performance: The Mediating Role of Appraisal. *International Journal of Liberal Arts and Social Science*. Vol 3 (1). 92-98
- Ramesh Kumar, Jamil Ahmed, Babar TasneemShaikh, RehanHafeez and Assad Hafeez. (2013) Job satisfaction among public health professionals working in public sector: a cross sectional study from Pakistan. *Human Resource for Health. VOI 11* (2)2-5
- Sagnak, M. (2016). Participative leadership and change-oriented organizational citizenship: The mediating effect of intrinsic motivation. *Eurasian Journal of Educational Research, 62* (2), 181-194
- Salisu, Jamilu B, Chinyio, Ezekiel, & Suresh, Subashini. (2015). The impact of compensation on the job satisfaction of public sector construction workers of jigawa state of Nigeria. *The Business & Management Review, 6*(4), 282.
- Sarwar, Binesh, Sarwar, Arslan, Zulfiqar, Salman, Aziz, Saira, & Chandia, Khurram Ejaz. (2018). Cultivating Online Social Resources to Enhance Entrepreneurial Learning: Providing New Insights Into Trust Repairing. *US-China Education Review, 8*(3), 114-133.
- Sarwar, M. A., Awang, Z., Habib, M. D. (2019). Consumer Purchase Regret: A Systematic Review. *International Journal of Academic Research in Business and Social Sciences. 9*(9), 403-425
- Sarwar MA, Awang Z, Habib MD, Nasir J, Hussain M. (2020) Why did I buy this? Purchase regret and repeat purchase intentions: A model and empirical application. *J Public Affairs* 2357.
- SanjarSalajeghe, ArezooHamzei (2015) Investigating the relationship between productivity improvement and information technology implementation of employees of industrial management organization. *Journal of Scientific Research and Development, 2* (1), 22-31
- Seyed Mohammad bagherJafari (2014) The Effect of Knowledge Management Practices on Employees' Innovative Performance. *The International Journal of Management Science and Information Technology, 6* (3), 82-93
- Stephen A. Furlich (2016) Understanding employee motivation through managerial communication using expectancy-valence theory. *Journal of Integrated Social Sciences. 6*(1): 17-37
- Stephen Wood &ChidiebereOgbonnaya (2016)High-Involvement Management, Economic Recession, Well-Being, and Organizational Performance. *Journal of Management. Vol 20*(10). 1-23
- Stephen Wood and ChidiebereOgbonnaya (2016)High-Involvement Management, Economic Recession, Well-Being, and Organizational Performance. *Journal of Management. Vol 20* (10). 1-20
- Suciu, Leonina Emilia, Mortan, Maria, & LAZĂR, Lucretia. (2013). Vroom's expectancy theory. An empirical study: Civil servant's performance appraisal influencing expectancy. *Transylvanian Review of Administrative Sciences, 9*(39), 180-200.
- Sung, S.Y. & Choi, J.N. (2014). Do organizations spend wisely on employees? Effects of training and development investments on learning and innovation in organizations. *Journal of Organizational Behaviour, 35* (7), 393-412.
- UrRehman, Muttie, Irum, Rabbia, Tahir, Namra, Ijaz, Zara, Noor, Uzma, & Salma, Ume. (2012). The impact of job stress on employee job satisfaction: A study on private colleges of Pakistan. *Journal of Business Studies Quarterly, 3*(3), 50.
- Van De Voorde, K., Paaue, J., & Van Veldhoven, M. (2012). Employee Wellbeing and the HRM—Organizational Performance Relationship: A Review of Quantitative Studies. *International Journal of Management Reviews, 14* (5), 391-407.

- Viktoria Oppenauer (2014). The Impact of High Involvement Work Systems on Employee Well-Being: *The Role of Job Demands and Social Support*. Tilburg University. 1-55
- Vittal S. Anantatmula (2010) Project Manager Leadership Role in Improving Project Performance. *Engineering Management Journal*, 22 (8), 13-20
- Wallace NyakundiAtambo&LinnetKemuntoAyaga (2016). The Impact of Motivation on Employee Performance: A Case Study of Health Workers at Kisii Teaching and Referral Hospital. *Imperial. Journal of Interdisciplinary Research*. Vol 2. No 4. Pp 353-359
- Williams O. Olori&Attih L. Edem (2017). Intrinsic Reward Strategies and Employee Performance in Nigeria's Microfinance Industry. *International Journal of Economics and Business Management*. Vol. 3 No. 3. 46-50
- Yao NaniAdzido (2015). Assessing the Mutual Benefits of Investing In Staff Training and Development. *International Journal of Education and Research*, 3 (2), 647-648
- Zubair, A., Bashir, M., Abrar, M., Baig, S.A. and Hassan, S.Y. (2015) Employee's Participation in Decision Making and Manager's Encouragement of Creativity: The Mediating Role of Climate for Creativity and Change. *Journal of Service Science and Management*, 3 (8), 306-321