

CHAPTER 2

LITERATURE REVIEW

One of the important part of research is review of literature .It gives us a brief idea about the areas of research where the work has been done and which areas are yet to be explored. Researcher has tried to discuss the detailed review of literature related to Workers participation in management in this chapter. Researcher has taken an overview of the studies done by other researchers for the role of workers participation in management in India as well as foreign countries. The study is related to the participation of workers in management of company and how productivity is affected by it. Researcher have also found out some gaps from the literature review and presented it in the last section of this chapter. These gaps are mainly used to decide the objectives of the current research. On the basis of research papers, following is the literature review:

2.1 REVIEW OF INDIAN STUDIES

Murarka *et.al* (2021) conducted a study on worker's participation in management practices to deal with uncertainty in industrial relations – A theoretical framework. Researchers came to know that the workers involved in decision making process gives favourable results to the organisation. If the workers are involved in decision making, it would not only benefitted the company but the workers as well. Workers involvement is very helpful in maintaining good industrial relations. Workers involvement is also helpful in facing different types of uncertainties whether strategic, structural or job related. These uncertainties can also be due to adaptation of latest technology or due to Covid-19 pandemic. So by involving the workers in management work, their doubts are cleared and gives better results. Those workers felt more secure about their jobs who are involved in the decision making process of the organisation or in organisational communication. It is a qualitative study and data is collected from secondary sources like Emerald, Scopus, J-stor, and Google Scholar. Books, articles and the company reports are also used for collecting information. So it can be concluded that the workers participation should be increased in order to strengthen

employer-employee relations and to face uncertainties. It increases the morale of employees and helpful in establishing industrial peace and harmony.

Chanana and Sangeeta (2020) conducted a study on employee engagement practices during COVID-19 lockdown. This study focuses on the employee engagement activities during the time of pandemic. The lockdown was imposed for the stoppage of COVID-19 from spreading. The severe respiratory disease appeared in Wuhan was related to a seafood market in Wuhan, China. Researchers found that organizations practicing family engagement during lockdown, that means keeping their child engaged while parents are working in lockdown. During lockdown, organizations try to build stronger communication, appreciating them from time to time, engaging them by learning and development activities, online team building activities, online webinars with experts of industry, team meeting through video conferencing, live sessions for new skills development, online counselling sessions, webinars dealing with psychological pressure like anxiety and stress, providing online sessions for routine exercise and meditation, sharing health tips, e-learning activities and other creative learning sessions. Data is collected from secondary sources like online articles, blogs and newspaper. The data related to COVID-19 is collected from the reports of World Health Organization. Thus, it can be concluded that employee engagement activities keep them motivated, committed and satisfied during tough time in a lockdown. Engaging employees is very essential in pandemic situation like COVID-19.

Pagar and Yadav (2020) conducted a study of scheduled castes and scheduled tribes' workers participation in private sector in Nasik city in Maharashtra. Under this research, the conditions of the workers of socially disadvantaged sections in industrial area is to be studied. Researchers found that the workers belongs to SCs and STs work at lower positions in the private sector. The working environment is also different for the employees from different social positions. Researchers came to know that the workers from SCs and STs are allowed to participate like representation in trade union but at a lower level. It is found that 12% of the respondents are not placed on a proper job. 46% of the respondents said that their company allow SCs and STs in the decision making process while 37% respondents said that their company sometimes allow them and the remaining 17% said that the company never allow them. Probability sampling method is used. There are total 350 respondents. Primary data are collected with the help of respondents and secondary data was collected from the books, journals, international reports and from the Internet. Thus, it can be

concluded that every worker should be given fair chance in participation as every worker is an important asset for the company. The management should try to encourage and motivate these workers from time to time. The government should also laid emphasis on the proper implementation of educational policies made for these workers to enhance their skills and literacy level. Proper training is to be provided to them to boost their confidence level.

Vijayashree and Chandra (2019) conducted a study on employee participation and organizational culture in Chennai city. Researchers came to know that for the growth of organization, participation of employees is important. But at which level, the employees will participate, depends completely on the organisation. According to this study, few companies only permit their employees to engage in their decision making process and management process. Involving employees in their management process enhances their job satisfaction level and productivity level. Employee participation establishes a strong bond between management and employees and is one of the influencing factors of job satisfaction. Moreover, the communication gap between employer and employee can be reduced by employee participation. In order to encourage employees, the organization conduct meetings and training programmes. And as a result, industrial peace and harmony is established. It will be very helpful in achieving organizational objective and increasing productivity. The primary data is collected from 50 employees through questionnaire who are working in different companies and the Secondary data is collected from articles and internet. A master table is formed for data analysis. Chi-Square test and one way ANOVA method is used in this study. A 05 point Likert scale is used for rating employee participation. Thus, it can be concluded that employee participation is very important for any organization. Higher the level of participation, higher will be the motivation level and will lead to the faster growth of the company.

Shree and M (2019) conducted a study on the impact of employee engagement on employee's performance in Bengaluru. Researchers found that employee engagement has a great impact on the employees as well as organizational performance. Engaged employee refers to the one who is fully enthusiastic and dedicated at work. Thus, it can be rightly said that engaged employees are the ambassadors of organizations. Through engagement, the workers remain satisfied and retained in the organization for a long time. It also results in the annual increase in the profitability and productivity of the organisation. The sample size is of 100 workers. Both the primary data and

secondary data are collected during the study. Primary data is collected from questionnaire and interviews. Secondary data is collected from the journals and online sources. The study used is Descriptive Research Design. SPSS (Statistical Package for Social Science) software is used for data analysis. Mean and Correlation test are also used during the study. Thus, it can be concluded that employee engagement is very important for employee development. Thus, any organization requires a perfect blend of commitment, efforts, time, training and performance to craft a successful organisation. Thus, employee engagement enhances the employees' performance.

Vasani and Pillai (2019) conducted a study on employee engagement and their impact on employee performance in Gujarat, India. Under this study, the factors affecting employee engagement like compensation, health and safety, salary increment, performance of the organization, training, career, etc. are also to be studied. Researchers found that employees are highly satisfied with the overall compensation given in the organisation. Employees are awarded regularly for doing good work. Employees receive increment after good performance. Employees are satisfied with their working conditions. A well-structured questionnaire is used during the study. The data is collected from the targeted employees of manufacturing organization. Convenience sampling method is used. The total sample size is 100 employees. A 5 point Likert scale is used during the study. Statistical software, SPSS is used for data analysis. Other statistical techniques like Cronbach's alpha, Kolmogorav-Simirnov test and cross tabulation method is used during the study. Thus, it can be concluded that employees are fully satisfied with the overall performance of the organization. All the factors influencing employee engagement affect the employee performance in the positive direction in the company, thus leading to success of the organisation.

Abirami and M (2017) conducted a study on worker's participation in management with special reference to Export Industries in Karur, Tamil Nadu. Researchers came to know that through WPM, the relationships between employer and employee became better. The meaning of WPM is different for different persons. For management, it refers to a joint consultation before final decision making. For workers, it refers co-determination in taking final decisions. For trade unions, it is a way of maintaining social relationship. For government, it refers to an association of labour with management in final decision making. The research design is descriptive in nature. For the study, a sample of 150 workers is taken from export industries in Karur District. Convenience

sampling method is used to collect the data from the respondents. Both the primary and secondary sources are used for the collection of data. Primary data is collected by interviews and the secondary data was collected from magazines, books and websites etc. The simple random sampling method is used. Percentage analysis, Chi-Square test and correlation analysis methods are used for the analysis of data. Thus, it can be concluded that Workers participation is very important in today's world to gain competitive advantage. It promotes industrial peace and harmony in the organisation.

Pahuja (2015) conducted a study on workers participation management in India. Researchers came to know that the role of worker participation in management is very important for the growth and development of the organization. Some countries like England, USA, Sweden and Germany etc. have done a lot of research in this field and supported the significance of workers participation in management. In India also, the concept is growing with the passage of time. Researcher has observed and shown the steps of direction of growth of workers participation in management in India. The stages are presented in two parts- before and after independence. He laid emphasis on 03 researches and conclude the positive approach towards workers participation in management. The researcher shows that the workers participation management is significant for increasing productivity in the organization. This study is descriptive in nature. The data collected is secondary in nature and collected through websites and from few books. Thus, it can be concluded that higher the level of WPM, higher will be the productivity.

Sengani (2015) conducted a pragmatic study on workers participation in management. Researcher found that workers involvement in decision making is an essential element of establishing industrial peace. Through participation, the workers become motivated and ready to accept the technological and other changes made to improve the competitive position of the company. Workers participation helps in reducing industrial disputes and improving workers loyalty. It is found that 67.8% of the respondents agreed that workers participation in management helps in achieving profit maximization. Both the primary and secondary sources are used for the collection of data. Primary data is collected by questionnaire and secondary data is collected from journals and magazines. Convenience sampling method is used for the study. The study is conducted by choosing staff members of PepsiCo India holdings Pvt. Ltd, Coimbatore, a city in Tamil Nadu. There are total 150 members chosen for the study. Chi-square and correlation method are used

during the study. Thus, it can be concluded that workers participation leads to better relationships, better performance, increase in productivity and industrial harmony.

Bedarkar and Pandita (2014) conducted a study on the drivers of employee engagement impacting employee performance. Researchers find that employee engagement is an emerging concept in today's world and very helpful in gaining competitive advantage in difficult times. It is also observed that the drivers played an important role in effective employee engagement. So for the study the three drivers of engagement are to be focussed on and these are communication, work life balance and leadership. Employee engagement has a deep connection with effective leadership. It is the bond between the leader and the employee which induces the employee for participation. Work Life Balance refers to the satisfactory level of involvement between the multiple roles in a person's life. It includes flexible working hours, family leave programs, proper time given to personal and official life, etc. It is a crucial factor for employee engagement. Through proper communication, any worker will feel motivated and committed to the organisation. If they are satisfied at jobs then they will actively participate in the management decision making. Data for this research is collected from the internet sources and from different journal databases such as EBSCO, EMERALD, Elsevier and SCOPUS. Thus, it can be concluded that the employee engagement is not a one-time exercise but it is to be inculcated in the culture of the organization.

Thakur (2014) conducted a study on worker participation in management decision making within selected establishments in Uttar Pradesh, India. For this study, the researcher takes two work organisations in Uttar Pradesh (Flour Mills and Sugar Mills). Researcher found that the workers are not so much involved in the management decision making. It is observed that workers are highly interested in participation but the actual level of involvement is low. It is also observed that employees in Sugar Mills have higher involvement than those in Flour Mills. It is also found that educational qualification is also linked to participation in case of Flour Mill. The study is conducted between October 2012 and November 2013. Both the primary and secondary sources are used for the collection of data. Primary data is collected with the help of questionnaire and interview. Secondary data is collected from the company records, bulletins and other documents. There are total 227 members chosen for the study from two work organizations in Uttar Pradesh, namely, a Flour Mill and a Sugar Mill. Thus, it can be concluded that management in the Indian work enterprises is not in favor of giving the power to workers to get involved in decision making

process. Thus, efforts have to be made to change the negative attitude of management towards workers involvement in management decision making.

Veeraselvam (2014) conducted a study on workers participation in management at Private sector Company in Madurai, a city in Tamil Nadu. Researcher found that the relationships between employer and employee in the company is very strong due to workers participation. Management gives the necessary information to their workers from time to time and the labour cooperate with full confidence and responsibility. It is observed that 48.2% of the respondents agree with the job satisfaction and 42.4% agree with the working conditions. The study is of descriptive nature. Simple random sampling method is used for collecting data. 85 members are chosen for the study from the total population of 425. Both the primary and secondary sources are used for collecting data. Primary data is collected by interviews. Secondary data is collected from the booklets, websites and the company reports. Percentage analysis, Correlation analysis, Chi-square test and one way analysis of variance are the tools used for data analysis. Thus, it can be concluded that the workers participation in management is recognized as a fundamental principle. Workers are to be encouraged to come forward and give their 100% in the organisation.

Minz and G.D. (2013) conducted a study on workers' participation in management: Insights from a case study. It is an organizational case study research. This research is based on a single case of a steel manufacturing firm located in Eastern India. Researchers found that the different schemes of workers participation has proved to be successful in this firm while in other firms, it becomes a failure. For encouraging employees, different schemes are to be introduced in the organization for their effective participation. Both the primary source and secondary source is used for collecting data. The Primary data is collected with the help of a questionnaire and interviews. A five-point Likert scale is also used during the study. Secondary data is collected from organizational documents. The study is descriptive in nature. Thus, it can be concluded that for the successful implementation of schemes, the employees should have a spirit of participation among them. Moreover, any firm introducing such schemes of participation should take care of their successful implementation.

Singh and Siwach (2013) conducted a study on workers Participation in management as Ambivalence Approach: A study of sugar industry of Haryana. Researchers find that most of the employees of Sugar Mill are satisfied with the managerial decisions. The employees said that

management have a good behaviour with them and treated them with respect at the working place. Workers also agreed that through WPM, their relationships became better. But a few workers also complained that supervisors mainly focuses on production related problems only. The workers also stated that they need a strong trade union to protect their interest and to empower them in managerial decision making. It is found that 98% of the respondents believed that it is helpful in establishing industrial peace and harmony, 92% are fully aware of the concept of WPM and 86% of the respondents attend all the meetings of the organizations. For the study, the sample size of 180 workers are taken. The study is conducted in off season so only the permanent employees are investigated. Primary data is collected by questionnaire and interviews. Simple arithmetic percentage method is used for data analysis. Thus, it can be concluded that although the workers are satisfied but the area is limited to general welfare and production activities only. Moreover, the workers and supervisors need proper training and counselling to give the benefits of WPM.

Kumar and Taunk (2012) conducted a case study of Workers' Participation in Management of National Thermal Power Corporation (NTPC) Ramagundam, Andhra Pradesh in India. Researchers find that there are various participative forums like production committee, works committee, recreation club committee and canteen committee that were in existence in NTPC. The membership pattern in these forums states that equal representation is given to both the management and workers. The workers can freely represent their views in the meetings. The study is descriptive in nature. Primary data is collected with the help of interviews from the workers, trade union leaders and managerial personnel. Statistical tools like average, percentage and Chi-square test are used for data analysis. A sample of 488 workers and 119 managerial personnel are selected randomly. Data is collected by observation and interviews. Secondary data is collected by records maintained in the organization. Thus, it can be concluded that the implementation of schemes of participation is effective in NTPC (Ramagundam) Andhra Pradesh.

Markos and Sridevi (2010) conducted a study on employee engagement: the key to improving performance in Andhra Pradesh. Researchers found that every organization must have their own strategies in order to keep their employees engaged. Under this research, there are 10 different strategies used which can be called 'the ten tablets'. For managerial employees, the work of employee engagement started from the first day through effective recruitment and orientation programme. The work of employee engagement should be started from the top with the help of engaged leaders. There should be two-way communication between management and workers.

The employees should be given satisfactory opportunities for their career development. The employees should have all the resources required to perform their jobs effectively, like material, financial and information resources. The employees should be given appropriate training for enhancing their knowledge and skills. There should be a strong feedback mechanism. There should be a reward mechanism in which better performance is rewarded through various financial and non-financial incentives. The corporate culture should have a positive impact on the working employees. The management should always focus on their top performing employees in order to maintain their performance. Thus, it can be concluded that Engaged employees gets emotionally attached to the organization and works with a great enthusiasm and resulted in better performance at the workplace. Employee engagement is closely related to the organizational performance and thus helpful in maintaining industrial relations.

2.2 REVIEW OF FOREIGN STUDIES

Mappamiring and Putra (2021) conducted a study on understanding career optimism on employee engagement: Broaden-Built and Organizational Theory Perspective. Researcher observed that the employee engagement have a great psychological impact on employees. As per the Broaden-Built theory, a person's positive emotions will influence the individuals to think broadly and openly to take every decision. Consistency and positive attitude in a career induce a person's career optimisation in a positive direction. Individual encouragement played a better role to motivate employees so that they see organisation as a workplace and work with full enthusiasm. It is the career prospects which distinguishes every employee from another in the organisation. So every organisation tried to make efforts to associate individual goals with the organisational goals. The research was conducted in Indonesia involving 200 lecturers of which 113 were females and 87 males in various public and private universities through random sampling method. Data was collected through questionnaire in offline and online mode. Likert scale was used for giving weights. PLS-SEM- based quantitative analysis method was used. SPSS software was used during the study. Thus, it has been concluded that career optimism is a significant factor for employee engagement.

Sungmala and Verawat (2021) conducted a study on the impact of employee engagement on employee performance: a case study of multinational corporations in Thailand. Researcher

observed that workers engagement affected their performance strongly. They also find that engaged employees are more dedicated to their work, perform better at jobs and remains motivated and creative always, thereby supporting in the achievement of organizational goals such as greater innovation and enhanced competitiveness. Researchers found that there exists a positive relationship between engagement and productivity. Engaged employees tend to offer better quality customer service. Thus, the engagement-performance relationship is strong for the employees working at Thailand-based MNC divisions. The researcher has conducted this study as a quantitative survey study. A questionnaire was used to collect data from respondents and allow for quick data collection from a large sample. The questionnaire was developed for this study. The Survey items include basic demographic questions like gender, age, education level, and marital status, etc., and some questions regarding the four performance outcomes which are growth, achievement, contribution, and customer satisfaction. A survey methodology was used for the study. There are total 423 employees of MNCs engaged in filling data in questionnaire. The data analysis was done by linear regression method. The data analysis was done by using SPSS software to produce descriptive statistics (frequencies and percentages for demographics, engagement rates, and performance factor ratings) and inferential statistics. The strongest effect was to be found out for achievement factor (0.899). Thus, it has been concluded that employee engagement is an important and strong factor that affects the individual performance of employees of Multinational Corporations. This implies that companies should make efforts to promote employee engagement so as to achieve organizational goals.

Abba and Hamid (2020) conducted a study on Employee participation in Organizational Decision Making as a Motivational Factor for Building High Performance Work System in an Organization. Researchers found out how the Managers perceive the practice of employee participation in decision making in their respective organizations. The research conducted with the help of three firms with high financial and productive capacity. For this, they take three companies- The Flour Mills of Nigeria PLC, Dangote Group PLC and Dufil Prima Foods Nigeria PLC (public limited company). They found that among the three PLC there are no employees at the Board level. Moreover, there is no self-management or complete control in any of the companies. They found that in Dangote Group PLC, 15 employees out of 50, agree that employee participation in decision making in the organization is enough to motivate employees towards high performance. In case of Flour Mill of Nigeria PLC, 12 respondents out of 40 agree that the level of employee participation

in decision making in the organization is enough to motivate employees towards high performance. In case of Dufil Prima Foods Nigeria PLC, 06 respondents out of 30 agreed. From the total respondents of all three companies, only 33 respondents out of 120, are of the opinion that the level of participation in decision making in the organizations is enough to motivate employees towards high performance. Statistical tools like standard deviation, mean, regression analysis, and chi-square are used for data analysis. A five-point Likert Scale is used during the study. The primary data is collected with the help of questionnaire and interviews. Data was analyzed using the IBM Statistical Software for Social Science (SPSS) version 20. Correlation and regression method are also used during the study.

Odero and Makori (2018) conducted a study on employee involvement and employee performance: the case of part time lecturers in Public Universities in Kenya. Researcher finds that there exists a strong relationship between employee involvement and employee performance. This was verified with the help of survey method. 60 part time lecturers were chosen for survey from the 4 public Universities in western region of Kenya. The stratified sampling technique was used. Primary data were collected with the help of a questionnaire from the respondents. The data were analyzed by using SPSS (Statistical Package for Social Science) software Version 21. Percentages, mean, Pearson correlation and regression analysis method were used during the study. A 05 point Likert scale was used during the study. About 44.2% of the total variance in employee performance is related to the employee involvement of the part time lecturers in public Universities. Thus, it can be concluded that employee involvement have a significant role in enhancing the performance of the employees. Moreover, the Universities should encourage the introduction of a perfect participation program amongst their employees in order to increase their awareness level and to motivate them.

Oyebamiji and Florence (2018) conducted a study on influence of employee's participation in decision making on organization performance: a study of Iadoke Akintola University of technology (LAUTECH) teaching hospital, Ogbomoso, Oyo state, Nigeria. Researcher analyzed that the level of employee participation in decision making is below expectation in LAUTECH teaching hospital, Ogbomoso. The employees are not given fair hearing in issues resulting in poor performance of them as well as organization. It is also being observed that the types of employees' participation have a positive relationship with the organizational performance. Out of the total

population of 800 staff members, 205 respondents were selected through random sampling method from the LAUTECH teaching hospital, Ogbomoso, Oyo State, Nigeria. A well-structured questionnaire was prepared to collect data from respondents. About 165 (80.5%) respondents out of 205 agreed that the level of employee's participation in decision making is below expectation. Thus, it can be concluded that involvement of employees in decision making is very significant in organizational performance. So, the organization needs to take immediate steps to improve employee's participation like making appropriate policies for participation, making aware about the concept of WPM, etc.

Thevanes and Dirojan (2018) conducted a study on impact of training and job involvement on job performance. Researcher finds that training and job involvement highly contributes in enhancing job performance. The basic motive behind training is to increase the employee's knowledge, skills and abilities which are required to perform the job efficiently. So the company has to consider more about providing the training to all employees resulting in job satisfaction, organizational commitment, reduction in absenteeism and better career development. Job involvement also enhances the performance level of employees. It was observed that highly involved employees have an optimistic approach and helps the organization in the achievement of objectives. The data for the study were collected from a Telecom company in Batticaloa district in Srilanka. The total population of this study was 137 employees and out of it, 107 employees were selected for this research. Disproportionate stratified sampling method was used. The data were collected through primary source. A well prepared questionnaire was made containing questions related to training, job involvement and job performance and the data were filled with the help of respondents. The correlation and simple linear regression analysis method were used during the study. Thus, it has been concluded that there exists a positive relationship between training and job performance as well as between job involvement and job performance. Training and job involvement play a significant role in determining the job performance of employees.

Osborne and Hammoud (2017) conducted a study on effective employee engagement in the workplace. Researchers find that one of the essential element behind effective employee engagement is the relationship between leaders and employees as a result of which organizational profitability increases. Every business leader must make efforts to engage employees. When the employees are not feeling motivated at workplace then this results in poor job performance of

employees and the consequences are to be faced by the companies in the form of huge annual losses. Disengaged workers costs approximately \$350 billion annually in the U.S. corporations. The main objective of this study was to explore the strategies for effective engagement of employees to increase organisational profits. The target population consists of 4 leaders in Jackson, Mississippi, U.S., having at least 1 year of successful employee engagement experience. Interviews were conducted for collecting data. The NVivo 11 software was used data analysis. Thus, it can be concluded that the leader must establish a good bond with employees as a strategic objective. Proper rewards and recognition system should be there.

Sylvester *et.al* (2016) conducted a study on organizational change and employee rate of participation in company's decision making in selected food and beverage manufacturing firms in south east, Nigeria. Researchers analysed that there is a positive effect on employee rate of participation in company's decision making and volume of sales in the firms in South East, Nigeria. The basic motive behind participation is to increase productivity and satisfying our workforce. Participation will enhance satisfaction level, stimulate interest and thus provoke high productivity. It has been observed that there is a positive relationship between employee rate of participation in Company's decision making and volume of sales in the firms in South East, Nigeria. It has been observed that there is a positive effect on the rate of change in salary payment and employee absenteeism in the selected food and beverage manufacturing firms in South East, Nigeria. During research, a survey on population was conducted. The population consists of total 655 staff members of selected food and beverage manufacturing firms in Enugu state. The survey approach was used during study. Questionnaire was used as a primary source and the data was collected from the staff members and distributors. There are total 583 copies to be filled as questionnaire and the data was accurately filled. Using content analysis, the validity of the instrument was tested and the result was good. Using the Pearson correlation coefficient (r), the reliability was tested. It gave a reliability coefficient of about 0.83 which was good. Using the f-statistic tool, the hypotheses were analyzed.

Ngonyama and Ruggunan (2015) conducted a study on worker participation and job satisfaction amongst academic and administrative staff at a South African University. Researchers found that there exists a strong relationship between worker participation and job satisfaction and came to know that the workers feel more satisfied at jobs when they are involved in the decision making

process. The level of job satisfaction increases with the increase in the level of participation which means the employees at higher levels of participation are more satisfied with their jobs than the employees at lower levels of participation. Through stratified random sampling method, 100 participants were selected. Primary data was collected with the help of a questionnaire. A well prepared questionnaire was used to collect data from respondents. A 5 point Likert scale was used during study. The data were analysed with the help of SPSS (Statistical Programme for Social Sciences) software and the 4 tests were taken to verify the answers, namely; Mean, Pearson Correlation, Chi-square and T-Test. Thus, it can be concluded that the level of job satisfaction of employees will strongly depend on the level of workers participation in management. So the organizations should encourage employee's participation in order to enhance job satisfaction of employees.

Shaukat *et.al* (2015) conducted a study on impact of human resource management practices on employee performance. Researcher found that HRM practices played a major role in enhancing employee's performance, if properly managed. The HRM practices means the organizational activities aims at managing the human resources and ensuring that the resources are fully utilized for the fulfillment of organizational goals. The HRM practices like promotions, training and development programme, relations between employees, monetary and non-monetary benefits, recruitment and selection procedure, performance appraisal, employee's participation compensations, profits in lieu of salary, etc. have a significant impact on employee's performance. Both the sources of data were used for data collection. Primary data was collected with the help of a questionnaire from different organizations of Pakistan and later evaluated by SPSS software. The questionnaire prepared was based upon a 5 point Likert scale. Secondary data was collected from different articles, journals and books. Thus, it can be concluded that HRM practices have a direct impact on employee's performance.

AbuKhalifeh and Som (2013) conducted a study on the antecedents affecting employee engagement and organizational performance in the food and beverage departments in the service industry in Malaysia. It is to be seen that there are various factors that affects employee engagement and these are employee communication, employee development, rewards and recognition and extended employee care, etc. So it is very important for the hotels to promote employee engagement as this will benefit the organization in the future. Various training

programmes are to be conducted to enhance the knowledge and skills of workers of food and beverage industry. Employees also stated that they are unable to work for a single employer up to retirement. That's why they have felt less committed to their employers. So it can be concluded that among the various factors, employee development is found to be the most significant contributor.

Noah (2008) conducted a study of workers participation in management decision making within selected establishments in Lagos, Nigeria. Researcher found that the workers have keen interest in participation but their level of involvement is low. Workers of Niger Insurance have more number of people involvement than those of Flour Mills Nigeria PLC. It is also observed that there is a significant relationship between education and involvement of workers of Flour Mills Nigeria PLC & between age and involvement of employees in Niger Insurance PLC. The study was conducted during October, 2004 to March, 2005. Both the sources were used for the collection of data. Primary data is collected with the help of questionnaire and interview. Secondary data is collected from the company records, bulletins and other official documents. The study is conducted with the help of workers of two selected organizations in Lagos, namely; Flour Mills Nigeria PLC Apapa and Niger Insurance PLC, Lagos. The total sample size is of 227 workers. Percentage and chi-square test method were used for data analysis. Thus, it can be concluded that the workers generally demonstrated high interest in participation but the actual level of involvement in management decision making is quite low. So the management should liberalize their management structure so that more employees can involve and proper training programmes are to be organised for workers.