



ISSN NO. 2320-5407

Journal homepage: <http://www.journalijar.com>

INTERNATIONAL JOURNAL
OF ADVANCED RESEARCH

RESEARCH ARTICLE

TOPIC : EFFECTS OF EMPLOYEE INVOLVEMENT IN STRATEGIC MANAGEMENT IMPLEMENTATION

WINNIE KIVUVA

Manuscript Info

Manuscript History:

Received: 18 June 2015
Final Accepted: 16 July 2015
Published Online: August 2015

Key words:

*Corresponding Author

WINNIE KIVUVA

Abstract

Employee Involvement has immense benefits that can be experienced once incorporated and adopted in an organization. In the dynamic business environment it is thus imperative for managers to engage and involve employees in order to effectively steer through challenges as well as gain a competitive edge. Employees are the engine that drives productivity and results. They thus play an important role in strategic management implementation.

Employee involvement taps into the employees' abilities to enhance the processes in a way that traditional top-down management cannot (Riordan, Vandenberg, & Richardson, 2005). With companies answering to an increasing number of stakeholder's customers, suppliers, shareholders, employees demand is for more than just financial performance. In order for managers to plan and smoothly implement strategies it is imperative to ensure employees are highly motivated, committed and empowered in order to overachieve intended targets.

A participatory managed work environment provides ongoing training, skills development, and professional enrichment and mentoring to employees at all levels. This in turn ensures smooth implementation of organisation strategies since the environment is receptive

This seminar paper is aimed at establishing the effects of employee involvement on strategic management implementation in an organisation. It also looks at the various aspects of employee involvement and their effects in strategic management implementation in organizations

Copy Right, IJAR, 2015.. All rights reserved

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Employee Involvement is a long term commitment that needs to be incorporated in the management of an organisation. Organisations operating with involvement of their employees have evolved beyond merely telling people what is going on to actively seeking their contribution to the decision making process. (Apostolou, 2000) Maltais (2013) insists that, "Encouraging employee involvement and showing appreciation for it can be highly effective in retaining employees and encouraging better performance". It is without doubt that employees definitely have an impact on implantation of organisation strategies. According to the online business dictionary Strategic Management is the systematic analysis of the factors associated with customers, competitors and the organisation itself to provide basis for maintaining optimum management practices.

A number of business excellence frameworks are boosting the enhancement of quality management systems and integrated management systems as part of their core values and criteria. These standards and frameworks also promote enhanced performance by offering best practice guidance for effectively involving employees. This

foundation of integrated management systems and business excellence programs could provide a proactive base for any organization seeking a positive vision of a sustainable future. Increased stakeholder and employee involvement provides increased resilience in the face of uncertainty (Pojasek, 2007)

Employee Involvement, if well implemented, changes the fundamental relationship between individuals and the organization they work for. According to Robert Pater (2001), "A high level of employee involvement is vital to the success of any organisation. Managers attempt all kinds of tricks and games to activate participation, but for many, involvement is the Holy Grail of organizational leadership. Tremendous turnarounds always seem to be ignited by a high level of participation and involvement."

The various aspects of employee involvement include; employee motivation, employee empowerment and employee commitment

1.2 STATEMENT OF THE PROBLEM.

Most organisations are yet to exploit the full effects of employee involvement. A Towers Perrin 2005 Global Workforce Survey involving 85,000 people working full time for large and midsized firms found only 14 per cent of all employees worldwide were highly engaged in their job. In the semi-annual Employment Engagement Index published by the Gallup Management Journal Only 29 per cent of employees are actively engaged in their job. 54 per cent are not engaged, 17 per cent are actively disengaged. (Perrin, 2005)

According to Maltais (2013), "Increasing employee involvement not only helps employees to feel their contributions are important, it also has several benefits to the wellbeing of the organization as a whole. Encouraging employee involvement and showing appreciation for it can be highly effective in retaining employees and encouraging better performance".

A recent meta-analysis published in the *Journal of Applied Psychology* concluded that, "... employee satisfaction and engagement are related to meaningful business outcomes at a magnitude that is important to many organizations". Hence the need for organisations to involve their employees in management in order to strategically deliver on the organisations strategy.

Employee involvement increases job satisfaction and workforce retention rates. Job satisfaction is part of the effect of employee involvement. Cram and Seijts (2006) denote that, "Employee involvement can not only make a real difference, it can set the great organizations apart from the merely good ones." Denison (1990) provides empirical evidence that higher levels of employee participation are correlated with better organizational performance. Seventy five percent of leaders have no engagement plan or strategy even though 90% say engagement impacts on business success. (Accor Services, 2008)

In the dynamic business environment it is thus imperative for managers to engage and involve employees in order to effectively steer through challenges as well as gain a competitive edge. However the little emphasis put on employee involvement is quite alarming. Employees are normally limited to their work functions and have no say on issues regarding customers or even competitors. A survey administered as part of implementations of the Accenture Human Capital Development Framework in 2003–2004, found that 72 percent of these leaders consider employee engagement to be critically important to the competitive success of their companies. This shows the importance and the magnitude on the need of employee involvement on strategic management

1.3 OBJECTIVES OF STUDY

The general objective is to establish effects of employee involvement on strategic management implementation in an organisation

The objectives of this study include;

- I. To determine how employee motivation affects strategic management implementation in an organisation,
- II. To establish how employee empowerment affects strategic management implementation in an organisation
- III. To examine how employee commitment affects strategic management implementation of an organisation

1.4 SIGNIFICANCE OF THE STUDY.

This study will enable organisations to adopt a proactive approach given the erratic business environment thus gaining a competitive edge. Organisations will also be able to fully enjoy the benefits of participative management through employee involvement which is part of strategic management.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Powell (2011) asserts that, “[Employee involvement](#) refers to work structures and processes that allow employees to systematically give their input into decisions that affect their own work.” A culture of increased employee involvement has been acknowledged as one means of augmenting organizational productivity. Wolf and Zwick (2008) found that, “employee involvement raised establishment productivity.”

From a managerial standpoint, employee involvement is an effective way of leveraging [human capital](#) resources and ultimately influencing outcomes by drawing on the diverse technical capabilities of employees across departments. According to the fifth European Working Conditions Survey (2011), “Employee Involvement is a critical element of work quality, both in itself and for other key dimensions of work quality such as physical working conditions and work intensity.”

Significant shifts in the global economy have accelerated the need for organizations to find innovative ways to address new technological, demographic and marketplace realities. These shifts have also forced companies to re-evaluate costs associated with talent, necessitating a need to do more with less. While new strategies are executed in response to these changes, high workforce performance and organizational success must be maintained. Key to ensuring this is the introduction of processes that will measure and improve employee engagement, thus the link between employee involvement and strategic management.

Involvement of employees increases motivation, ownership and commitment to the organization and ultimately it helps to retain best employees and to create an environment for managing change. By promoting employee initiative and even employee involvement in decision-making, managers can help restore employee trust and commitment and help increase employee motivation (Strategic Plan Iowa University 2013)

The online University Consulting Alliance further denotes that providing opportunities for active participation is beneficial for individuals as well as entire organizations. Applied organizational researchers have identified a myriad of positive outcomes of employee involvement initiatives.

This chapter looks into the four major aspects of Employee Involvement and their effects on Strategic management.

2.2 Theoretical Framework

This chapter looks at the various theories that support the concept of employee involvement.

2.2.1 Participation Theory

Likert advocates that if an organization is to achieve optimum effectiveness then the ideal system to adopt is participative. In this approach management has complete confidence in their subordinates employees. There is lots of communication and subordinates are fully involved in the decision making process. Subordinates comfortably express opinions and there is lots of teamwork. Employees throughout the organization feel responsible for achieving the organization’s objectives. This responsibility is motivational especially as subordinates are offered economic rewards for achieving organizational goals which they have participated in setting. (Mahmood, 2013)

The participative approach is based on managerial trust and confidence in employees; collectively determined, goal-based rewards; a collective sense of responsibility for meeting company objectives; collaborative teamwork and open communication. A participatory managed work environment provides ongoing training, skills development, professional enrichment and mentoring to employees at all levels. Employees regularly take on new or additional responsibilities, cross-train in different areas of business and give their newfound skills a hands-on try under the supervision of a mentor. Employees are encouraged to share knowledge and information with the goal being a diversely trained, well-rounded workforce that takes advantage of each employee’s most notable skills. (McQuerrey and Media, 2014)

A company which employs a participative management style is a company in which innovation and creativity can flourish. By promoting employee involvement, these companies allow their employees to speak freely and openly, which fosters resourcefulness, originality, and vision. This enables employees to solve problems practically and effectively and often results in some unexpected and inspired ideas for the direction of the company. When employees experience the freedom for innovation and creativity that results from participative management, it helps to create a motivating environment. (Jensen, 2011)

2.2.2 Organic Structure theory

According to the online reference for business (2014), “In organic organizations, the emphasis is on effectiveness, problem solving, responsiveness, flexibility, adaptability, creativity, and innovation. Such an organization is able to

respond in a timely manner to environmental change because employees are empowered to be creative, to experiment, and to suggest new ideas. The process of innovation is triggered by employees throughout the organization in a "bottom-up" manner." Organic structures encourage decision making by all levels of personnel and include few regulations. Employees adapt smoothly to volatile situations and often work together and coordinate tasks. (Robbins, 1997)

Organic organizations have a flexible approach to the continually changing financial and customer environment. This flexibility leads to the decentralization of decision-making authority in organic organizations. Which means that the rules, regulations are certainly fewer and are defined broadly rather than precisely, loosely rather than rigidly, this helps the employees to exercise a great deal of discretion and which makes them very responsive and quick to make changes. Staff structures are very loose which means employees have a wide ranging job descriptions, this is really beneficial for the organization because employees usually accept general responsibility for getting things done, but the manner in which they accomplish their tasks is dictated more by autonomous or semi-autonomous teams than by standard operating procedures. This enables the organization cope best with the unpredictable and unstable environment that surrounds them. Employees are motivated to work productively and creatively, they are always involved in decision making and problem solving. (New management strategies, 2012) According to Sofijanov&V.Chatleska (2013) in today's competitive business environment, employee involvement in decision - making and problem solving, as well as employee empowerment and self-managed teams, become important factors of organizational innovation and effectiveness. Their importance is increasing in those organizations where knowledge workers are dominant and when organizations move towards decentralized organic structure.

2.3.3 Voice Theory

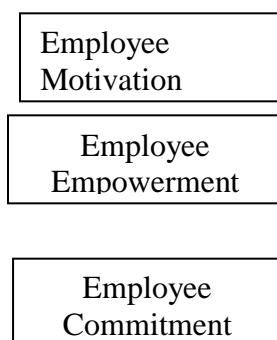
Employee 'voice' is used to refer to 'a whole variety of processes and structures which enable, and at times empower, employees, directly and indirectly, to contribute to decision-making in the firm' (Boxall and Purcell, 2003). Employee voice is basically a main driver of Employee Involvement and has evolved from being a complaint tool to an employee involvement tool.

Employee free speech protections can benefit individuals by facilitating improved decision-making via the exchange of information while also promoting intrinsic benefits because "the ability to hold opinions and beliefs, and to communicate them with others, is what makes us fully human" (Vickers, 2002).It is thus imperative for managers to encourage employees to voice their opinions and make them feel their opinions matter.Employee voice can benefit organizations because all forms of voice can yield process improvement. Moreover, individual self-determination and collective consultation can improve employee engagement which can enhance productivity and organizational performance. (Budd, 2013)

Management actively seeks employee views which can make a difference to plans and decisions. Even when not asked for their views, employees are empowered to challenge and speak out. It is something more profound, about building a culture of participation and involvement. The root of employee voice lies in influence being shared among individuals who are hierarchically unequal. In essence voice relates to employees' ability to influence the outcome of organizational decisions by having the opportunity to advance their ideas and have them considered. (Purcell, 2014)

2.3 Conceptual framework

Independent Variables



Dependent variables

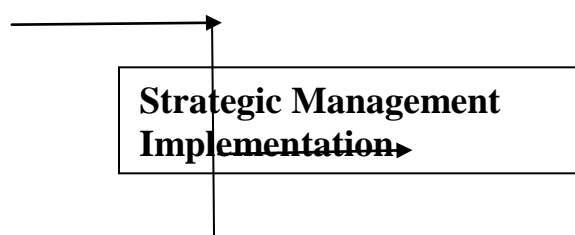




Figure 2.1 Conceptual Frameworks (Source: Author, 2014)

2.3.1 Employee Motivation

Jones and George (2007) define Motivation as "psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort and a person's level of persistence. Direction of behaviour, effort and persistence are the key components toward motivation. The behaviour that a person chooses is direction of behaviour. Effort measures how hard an employee works. Persistence occurs when an employee continues trying in the face of difficulties, instead of giving up." The IRCO (1997) further denotes that, "Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It is the concluding product of interface among personality behavior and organizational distinctiveness." Employee motivation as a product of employee involvement is a critical factor in strategic management. Motivation increases the job involvement and satisfaction of employees by making the work more meaningful and interesting as well as keeps the employees more productive and improves their subsequent job performance (Kamery, 2004; Nelson, 1996; Ekerman, 2006).

In order for managers to plan and smoothly implement strategies it is imperative to ensure employees are highly motivated. An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization who contributes in efficiency and effectiveness of organization thus leading to maximization of profits (Matthew J. et al, 2009). Motivated employees will retain a high level of innovation while producing higher-quality work more efficiently hence there is no downside. On the contrary, the effect of low employee motivation affects the organisation negatively. In most cases it leads to poor performance, decreases in productivity and even high cost for businesses.

Higher employee involvement is presumed to enhance motivation in two different ways. First, it is considered to be intrinsically valued, so that employees are more likely to emotionally invest in jobs that provide rewards of self-determination. Second, by providing opportunities for voice, it makes it more likely that other aspects of working conditions and work rewards match employee expectations (The 5th European Working Survey, 2011). It is extremely beneficial for organisations in this dynamic highly competitive era where customer needs and trends keep shifting to have highly motivated employees. Employee motivation and involvement are critical to customer satisfaction, which is a core goal for organisations

2.3.2 Employee Empowerment

Empowerment is often seen as a proactive and strategic management practice that exists in an organization to promote high commitment HR practices (Menon, 2001) and refers to the willingness of leaders to delegate power and responsibility of making decisions to their followers in managing organizational functions (Lashley, 1999).

Newstrom and Davis (1998) define, "empowerment as any process that provides greater autonomy through the sharing of relevant information and the provision of control over factors affecting job performance." The online HR resources(2014) further denotes that, "empowerment is a desirable management and organizational style that enables employees to practice autonomy, control their own jobs, and use their skills and abilities to benefit both their organization and themselves."

The basic objective of empowerment is redistribution of power between management and employees – most commonly in the form of increasing employee authority, responsibility, and influencing commitment (Handy, 1993). For an organisation to be effectively empowered, management must adopt high involvement practices where power, knowledge, information, and rewards are shared with employees in the lower levels of the organisational hierarchy (Bowen & Lawler, 1995).

Empowerment directs faster decision of customer troubles for the reason that employees did not dissipate time referring customer objections to managers. Increased autonomy enhances work productivity, amplifies employees' wisdom of self-efficacy and their motivation to get upon and complete certain tasks (Mani, V, 2010).

According to Kirkman and Rosen (1999), "the performance outcomes of empowerment practices are higher productivity, and proactive and superior customer service; while the attitudinal outcomes comprise of job satisfaction, organisational commitment, team commitment, and individual commitment." Noorliza et al, (2006) depicts that Employee empowerment is considered to be one of the most powerful and effective HR practices that facilitates to make greatest contribution by the people who are capable of creating added value in product and

service which is rare and inimitable. It enhances job involvement, job satisfaction, career satisfaction and organizational commitment.

2.3.3 Employee Commitment

Employee commitment is multi-dimensional in nature, encompassing workers' loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization (Meyer & Allen, 1990). According to Judd (2014), "There are two simple keys to success in today's environment of increasing competition and rapid change - an absolute passion for, and dedication to, excellence in customer service and the effective and enlightened management of our workforce. The latter encourages commitment, which in turn leads to achieving the desired standards in customer service. Without employee commitment, there can be no improvement in any area of business activity".

Employees who are committed to their respective organizations are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore are also likely to exhibit better performance than the uncommitted employees. Work performance and turnover owing to organizational environment have become a headache to many heads of organizations in general and human resource managers in particular. This problem is majorly attributed to lack of stability and job security for employees who constitute one of the most important resources in organizations. Many organizations have begun to foster workers commitment to their work, to the organization, its values and ambition, and to a strong job ethic (Carmeli, 2003).

The SHRM Foundation further states that employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages—including higher productivity and lower employee turnover. This raises the importance of managing the professional employees' organisational commitment derived from Guest (2005: 239), who posited that employee commitment is important for at least four reasons: . Committed employees will go 'beyond contract' to achieve high performance; Committed employees can be expected to exercise responsible autonomy and self-control, thus removing the need for supervision; they are more likely to stay with an organization, thus ensuring a return on investment in training and development; and committed employees are unlikely to get involved in any collective activity that might reduce their contribution to the organization.

CHAPTER 3: CONCLUSION AND RECOMMENDATION

3.1 CONCLUSION

In any organization, people are the most important resource. They are the engine that drives productivity and results and therefore their sense of morale and motivation will impact the company's success. Those companies that remain vigilant to the signs of low morale and focus on improving it can avert the inevitable impact. In 2006, a meta-analysis of 92 studies found that high performance work systems, including employee participation, were significantly related to firm financial and operational performance (Combs et al., 2006).

When an environment of value and acceptance is generated; it creates a win-win situation for the company and its employees. When an employee is aware of his worth to the organization and that the employer values his opinion, his personal attachment with the organization grows and he feels more committed to the organization. This commitment of employee boosts his productivity and his loyalty toward the company, which in turn reduces the turnover rate and helps in achieving goals and targets. (UK Essay 2014)

According to Lumpkin and Taylor (2005), "To inculcate a strategic management perspective throughout the organization, many large traditional organizations often require a major effort in transformational change. This involves extensive communication, training, and development to strengthen a strategic perspective throughout the organization." Employees definitely play an important role in strategic management implementation. Hrebiniak (2006) asserts that, "although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult." Through involving employees in various aspects it enables organization to experience the positive impact of employee involvement.

3.2 RECOMMENDATION

To ensure commitment and increased morale in economic uncertainty, managers need to energize their employees by acting enthusiastically and optimistically about the future. . Employee involvement strategies, if successfully implemented, can bring out the best in employees. Motivation and commitment is beneficial for both the employees and the organization. (UK Essay 2014)

Firms seeking to implement Employee Involvement need to prevent the practices from being framed in terms of such negatives for workers as job loss, increased performance demands, intensified peer pressure and mental strain (Barker, 1993; Godard & Delaney, 2000; Godard, 2004; Jensen et al. 2011). While high-involvement management is a means to improve productivity and quality, it has always been intended to also have the parallel goal of increasing the quality of work life. This must be emphasized in the design of high involvement systems and consistently communicated as the programs are rolled out.

In order to ensure employees are involved managers need to invest in its human resource practices. They need to devote resources to the HR practices as well as link HR strategies to the organisations overall strategies. Employee Involvement should be continuous in nature with managers aware of their employees development needs, weakness and as well as strengths. Training and development is core in building employees. Vance (2006), asserts that, "training, helps new and current employees acquire the knowledge and skills they need to perform their jobs .Employees who enhance their skills through training are more likely to engage fully in their work, because they derive satisfaction from mastering new tasks. Training also enhances employees' value to the company as well as their own employability in the job market."

REFERENCES

- Accenture, (2003–2004), "Human Capital Development Framework survey" .
- Accor Services (2008) "Reward to Engage".
- A. Freund and A. Carmeli (2003), "An Empirical Assessment: Reconstruct Model for Five Universal Forms of Work Commitment," *Journal of Managerial Psychology*, Vol. 18, No. 7, pp. 708-725
- Andrew Jensen (2011), "Motivating Employees with Participative Management"
- Apostolos Apostolou (2000); "Report on Employee Involvement."
- Boxall, P & Purcell, J (2003). "Strategy and Human Resource Management (2nd ed.)", Ohio, South Western College Publishing (Chapter 7)
- Boxall, P and Macky, K. (2009), "Research and theory on high-performance work systems, Progressing the high involvement stream." *Human Resource Management Journal*, 19: 1, pp. 3-23
- Bowen, D.E., & Lawler, E.E. (1992), "The empowerment of service workers: What, why, how, and when" .*Sloan Management Review*, 33 (3), 31-9.
- Bowen, D.E. and Lawler, E.E. (1995), "Empowering Service Employees", *Sloan Management Review*, 36(4): 73-84.
- Cascio, Wayne F (1992), "Managing Human Resource: Productivity, Quality of work life, (3rd Ed.)". New York, Palgrave Macmillan (Chapter 2 & 4).
- Combs, J., Yongmei Liu, Hall, A., & Ketchen, D. (2006), "How much do high performance practices matter? A meta-analysis of their effects on organizational performance." *Personnel Psychology*, 59(3), 501–528.
- Dan Crim and Gerard Seijts (2006), "What engages employees the most or, the ten c's of employee engagement"
- Darryl Judd (2014), "Employee Commitment - An Imperative for Business Success"
- Dess, Gregory G., G.T. Lumpkin and Marilyn L. Taylor (2005), "Strategic Management." 2 ed. New York: McGraw-Hill Irwin.
- Derek C. Jones & Panu Kalmi & Antti Kauhanen, 2010. "[Firm and Employee Effects of an Enterprise Information System: Micro-econometric Evidence](#)"
- Denison, Daniel R. (1990), "*Corporate Culture and Organizational Effectiveness*". New York: John Wiley & Sons
- Dr Asif Mahmood (2013), "[Dr Rensis Likert – Management System Theory](#)"
- [Dwayne Maltais](#) (2013), "Employee Engagement? The New Focus Should be Employee Involvement"
- E. Sofijanova & V. Zabijakin-Chatleska (2013), "Employee involvement and organizational performance: Evidence from the manufacturing sector in the republic of Macedonia"
- Freeman, Richard, Morris M. Kleiner, and Cheri Ostroff (2000), "The Anatomy and Effects of Employee Involvement", Working Paper, Harvard University and the University of Minnesota,
- Gareth R. Jones and Jennifer M. George (2007), "Contemporary Management,"

- Guest, D. E., (2005) "Human resource management, trade unions and industrial relations," In Salaman, G., Storey, J., and Billsberry, J. (Eds.), *Strategic Human Resource Management: Theory and Practice* (Second ed., pp. 237-250). London: Sage Publications.
- Handy, C. (1993), "Understanding Organizations," London: Penguin Books. *management Journal*, 42(1): 58-74
- Honold, L. (1997), "A review of the literature on employee empowerment. *Empowerment in Organizations*". 5 (4), 202-212
- Hrebiniak, L.G. (2006), "Obstacles to Effective Strategy Implementation". *Organizational Dynamics*, 35, 12-31
- IRCO (1997), "International Research Center on Organizations, Cross-cultural Management Network".
- John Purcell (2014), "Can employee voice and participation unlock employee engagement?" pg 23-24
- Kamery, R. H. (2004), "Motivational Techniques for Positive Reinforcement: A Review. *Allied Academies International Conference*." , 8 (2), 91-96.
- Kirkman, B. L. and Rosen, Benson (1999), 'Beyond Self-management: Antecedents and Consequences of Team Empowerment.
- Lashley, C. (1999), "Employee empowerment in services: A framework for analysis. *Personnel Review*", 28 (3), 169-191.
- Lord, R. L. (2002), "Traditional motivation theories and older engineers. *Engineering Management Journal*". 14 (3), 3 – 7.
- Lisa McQuerrey, and Demand Media (2014), "Participatory Management Styles".
- Lucy Vickers (2002), "Freedom of Speech and Employment".
- Mani, V., (2010), "Development of Employee Satisfaction Index Scorecard". *European Journal of Social Sciences*, 15 (1), 129-139.
- Matthew, J., Grawhich, & Barber, L. K., (2009), "Are you Focusing both Employees and Organizational Outcomes ", *Organizational Health Initiative at Saint Louis University*
- Menon, S.T. (2001), "Employee empowerment: an integrative psychological approach. *Applied Psychology*": An International Review, 50 (1), 153-80.
- Noorliza, K. and Hasni, M. 2006. "The effects of total quality management practices on employees work related attitudes". *The TQM magazine* 18 (1): 30-33
- Pojasek, R. (2007). "A framework for business sustainability". *Environmental Quality Management*.
- Riordan, M., Vandenberg, R.. & Richardson, H. (2005), "Employee involvement climate and organizational effectiveness". *Human Resource Management*. 44, 4, 471-488
- Robert Pater (2001), "[Employee Involvement Ensures Project Success](#)".
- Robbins, S.P (1997) "Managing Today". Prentice Hall Inc., Upper Saddle River, New Jersey, Pages: 200
- Robert J. Vance (2006), "Employee Engagement and Commitment".
- Strategic Plan for 2011-2015 Iowa State University (2013), "Making Commitments, Keeping Commitments." Facilities Planning and Management. (ohi.slu@edu), 1-5.
- European Working Survey (2011), 5th edition
- Wolf E, Zwick T (2008), "Reassessing the Productivity Impact of Employee Involvement and Financial Incentives". *Schmalenbach Bus. Rev.*, 60: 160-181