
Determinants of Employee Participation Influencing Employee Motivation and Commitment: An Analysis of Service Sector in Northern India

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Abstract

Purpose: The main of this research is to investigate the determinants of employee's participation and effect of employee participation on employee motivation and employee commitment among Service Sector employees.

Design/methodology: The data has been collected from 425 respondents from Service Sector of Northern India. Using Exploratory Factor Analysis for finding the factors of employee participation, employee motivation and employee commitment. This study using simple random sampling technique for selecting the samples. This study using Confirmatory Factor Analysis for determining the effect of employee participation on employee motivation and employee commitment.

Findings: This study found that effective employee participation make employees more committed and motivated. Involvement of employees in organizational decision making through task delegation, staff meetings with senior management, and problem-solving teams it increases employees commitment and promote their motivation level. This study concluded that there is positive effect of employee participation on employee motivation and employee commitment.

Implications: This study suggested that management must be promote better communication skills among employees, organise better training for improving their skills and recognise and giving them rewards for better involvement and suggestions. The present study recommended that firms should keep promote effective participation on employees and support employees for giving better suggestions

Originality: Researching the determinants of employee participation and effect of employee participation on employee motivation and employee commitment. Employee participation play an important role in developing country. Determining the impact of employee participation on employee motivation and employee commitment explore the performance of employee to participation in management.

Keywords: Employee participation, Employee motivation, Employee commitment, Effective, Training and Management.

1. INTRODUCTION

1.1 Service Sector in Northern India

Service sector play an important role in society development. The service sector, also known as the tertiary sector, plays a crucial role in the economy of Northern India. This region, encompassing states such as Delhi, Uttar Pradesh, Punjab, Haryana, Himachal Pradesh, Uttarakhand, and the Union Territories of Jammu & Kashmir and Chandigarh, has seen significant growth in various service industries over the past few decades. The service sector includes a wide range of activities such as information technology, telecommunications, finance, real estate, healthcare, education, tourism, and retail. The service sector in Northern India is a major contributor to the region's Gross Domestic Product (GDP) and employment. It has generated millions of jobs, especially in urban centers, and continues to drive economic growth and development. The sector also supports ancillary industries, creating a multiplier effect on the economy.

1.2 Employee Participation in Management

Employee participation, involving of employees in organizational work, it's featured that combination of task is performed by employees. It increases a sense of involvement and feels a responsibility toward the organization. Bhatti & Nawab (2011) concluded that effective employee participation make employee more committed, motivated and satisfied. Employee participation in the organization make employee make more creative, innovative decision. It's a most important tool for betterment of the organization. In this era, financial resources, technical resources and machinery is necessary for every organization, but humans are blood of the organization. Without better working of talented human resources, no financial resources, not any technical and machinery's work individually. Skillful and talented staffs make money as a form of utilization of financial resources. Proper trained employees make proper working of machinery's and resolve any technical problems. That's why better empowered employees are the main reason of success of any organization. Employee participation is a crucial aspect of Human Resource Management that contributes to developing human resources within an organization. When employees are involved in decision-making, it provides them with opportunities to showcase their efforts and talents. Involving employees in goal setting, choosing courses of action, and determining payment and overtime systems enhances their motivation levels. This sense of inclusion makes employees feel like integral parts of the organization, leading to increased commitment and satisfaction. Employee participation is positively associated with commitment, satisfaction, motivation, performance, productivity, and overall performance (Amin et al., 2012; Liverpool, 1990; Khatoon, 2014; Emmanul & Damachi, 2015; Eriksson & Garvare, 2005). Employee Participation Management is a framework designed to engage employees in the decision-making process within the workplace. It aligns with the concept of industrial democracy, which is grounded in principles of equity, equality, and voluntarism. When employees participate in management, they assume greater responsibility in decision-making, fostering increased loyalty towards the organization, building confidence, trust, and a positive attitude towards supervisors, and creating a sense of involvement. This approach relies on mutual trust, information sharing, and collaborative problem-solving. Employee participation involves employees being mentally and emotionally invested in organizational decisions, thus

empowering them. It serves as a motivational tool, allowing employees to contribute to decisions affecting both themselves and the organization. According to Singh (1988) and Rathnakar (2012), involving employees in decision-making leads to higher satisfaction and a sense of equality, boosting their motivation to perform tasks more effectively. It also helps reduce industrial disputes and promotes teamwork between workers and supervisors. When workers' opinions are considered in decision-making councils, it fosters a sense of belonging and maintains trust between employees and the organization.

1.3 Employee Motivation

Motivation, derived from the Latin word 'movere' meaning to move, is the process that encourages and influences employees to work energetically and willingly towards achieving goals and rewards. Employee motivation enhances commitment, productivity, and organizational profitability. It is crucial for performance and growth, as employees need incentives, whether financial or in the form of recognition and rewards, to work efficiently. Organizations understand that motivated employees deliver better performance (Nizam & Shah, Manzoor 2012). Recognition and empowerment are key factors in enhancing motivation. Proper acknowledgment of employee performance fosters appreciation and motivates further effort. Intrinsic motivation is related to self-fulfillment and esteem needs, while extrinsic motivation pertains to social security and safety needs (Mensah & Tawiah 2016, Chen et al. 2013, Kantanen 2017).

1.4 Employee Commitment

Organizational commitment reflects an individual's mental and psychological attachment to the organization. It is vital for employee retention and dedication to achieving organizational objectives. In a competitive market, organizations must retain employees and enhance their commitment to their work and the organization. Allen & Meyer (1991) proposed a three-component model to measure organizational commitment: Affective commitment (emotional attachment), Continuance commitment (awareness of the costs of leaving), and Normative commitment (a sense of obligation). Khan et al. (2012) found that higher commitment levels lead to greater job satisfaction, which in turn positively impacts performance. Satisfied employees are more dedicated and focused, which enhances organizational performance. Princy & Rebeka (2019) observed a positive relationship between employee commitment and organizational performance. Chelliah (2015) found that job satisfaction correlates positively with employee commitment. Research indicates that job satisfaction, employee involvement, and perceived organizational support strengthen employees' attachment to the organization, increasing their commitment. The main purpose of this study found the determinants of employee's participation and effect of employee participation on employee motivation and employee commitment.

2. REVIEW OF LITERATURE

Review of literature is a comprehensive survey of scholarly articles, books, dissertations, conference papers, and other sources relevant to a specific topic or research question. Its purpose is to provide an overview of what is currently known about the topic, identify key themes, trends, and gaps in the research, and establish a context for the new research being conducted.

Baffour (1999) examined the relationship between employee participation and flexible work design, as well as the two economic performance indicators of productivity and process quality. The results of this study indicated that companies with more flexible work designs, more flexible organizational structures, and higher levels of employee participation outperform those without these characteristics. Odero and Makori (2017) discovered that when workers are highly engaged and effectively provided with all relevant information, they become more motivated and have more opportunities for growth. The study by Ladd and Marshall (2004) came to the conclusion that increased commitment to the department and increased job satisfaction and performance effectiveness were directly correlated with decision-making involvement. According to Petkovska et al. (2015), job satisfaction and employee participation are positively correlated. It was found that employees in the automobile industry have higher job satisfaction and more effective communication when they are under participative management. Employees who participate in decision-making feel more satisfied with their jobs and their work, according to Chapagai (2011). Work satisfaction and employee participation were positively correlated. According to Khatoon (2014), employees perform better and are more motivated to do so when they are involved in decision-making. Participation increases output, improves job satisfaction, and builds loyalty and trust within the company. Nohammer et al. (2010) came to the conclusion that involvement in workplace health promotion programs by employees fosters the development of interpersonal skills, changes personal attitudes, and offers useful information. Employee participation in decision-making is positively correlated with employee performance, according to research by Emmanul and Damachi (2015). It was found that when workers in Nigerian hotels independently participate in decision-making, it improves their performance. According to Zhu et al. (2015), employee intention to participate in decision-making plays a positive moderating role between actual participation and satisfaction. Employee participation was found by Bhuiyan (2010) to be high at the top but low at the bottom. This study found that giving employees a say in decisions helps to improve their performance and motivate them. The government should implement a number of the policies recommended by this study to decrease low decision-making participation.

The study conducted by Benn (2015) investigates how human resource management (HRM) techniques are used in environmental programs. According to the study's findings, employee participation in environmental programs boosts morale and boosts organizational effectiveness. Tonnessen (2005) came to the conclusion that the company could grow by making better use of employee participation. According to this study, maximizing employee involvement enhanced worker productivity and enhanced the working environment. The organizations need to receive outside incentives in order to boost productivity. Employers

who want to recruit, retain, satisfy, and motivate their workforce must implement better pay policies and procedures.

Manzoor (1905) came to the conclusion that employee motivation was positively impacted by empowerment and recognition. Employees can be satisfied with their jobs, supervisors, organizations, and work environments by being appreciated for their improved work and given the opportunity to participate in decision-making. According to Pandey (2015), job involvement is greater in high motivation groups related to the need for self-control than in low motivation groups related to the same need. According to the study, there is no difference in the level of job involvement between nurses who are highly and lowly motivated (i.e., who seek non-financial gains). According to Jusmin et al. (2016), employees' satisfaction with their work does not increase with higher motivation unless there are poor working relationships. Job satisfaction is increased by improved working relationships between motivated employees who work more productively and efficiently. By making improvements to the workplace environment and fixing equipment used by lecturers to carry out their duties, they are able to do so efficiently and with motivation and satisfaction. According to Danish and Usman (2010), superiors need to be inspired, valued, and willing to acknowledge their juniors when they perform better. Employees who participate in decision-making processes are more brave and enthusiastic about their jobs. When an organization offers bonuses, better pay, allowances, and salary increases on a regular basis, it boosts employee morale and motivates them. Kuranchie-Mensah and Amponsah-Tawiah (2015) found that productive work is produced by contented employees. Because health problems are a major concern for those who work in the mining industry, offering retirement plans and health insurance helps employees feel more secure about their jobs. According to Cafferkey et al. (2017), employees view their organization and society differently than unitarists do. These studies show that employees are more interested in their personal careers than in the organization's workgroups. Workers prioritize advancing their own interests over those of their employer, trade association, and previous employment. Cadwallader et al. (2010) managers should train staff members and promote them internally to ensure that they understand their responsibilities and are more involved with new ideas before they are presented to clients. Employees are more likely to feel positively about the innovation and to adopt it when they receive training and rewards that give them a sense of choice in how it is implemented. This study found that by making employees more motivated to participate, participation behavior improves and is successfully applied to customer innovation services. Allen & Meyer (1990) found that strong continuous commitment indicates that employees need the work, strong affective commitment indicates that they want to do the work, and strong normative commitment indicates that they should. Employee commitment is measured using this three-component commitment model, which also sustains organizational performance. Sersic (1999) found that employee motivation and job satisfaction are increased by employees who exhibit greater levels of commitment. The intention to leave an employer is positively correlated with an employee's level of commitment. Rhoades et al. (2001) found that workers feel that their employer cares about their welfare, their affective commitment to the company is increased. The findings of this study indicate that work experience influences affective commitment, which lowers employee turnover, and that perceived organizational

support plays a significant role. Allen, Shore and Griffeth (2003) indicated that there is a negative correlation between turnover intentions and perceived organizational support and a positive relationship between commitment and satisfaction. Commitment was positively correlated with perceived organizational support. HR procedures have a moderate relationship with commitment and satisfaction and a positive correlation with perceived organizational support.

Rathi and Lee (2016) discovered that supervisors must assist their subordinates and that organizations must hold onto their valuable personnel. Supervisor support is crucial in enhancing the quality of work life for employees. A supportive supervisor provides better opportunities for employees to meet their basic needs at work. A supportive supervisor is crucial to ensuring that workers feel cared for by the company and that their welfare is a priority. Becker et al. (1996) found that there is a significant positive relationship between performance and supervisor commitment. Compared to commitments toward the organization, there is a stronger correlation between performance and commitments toward the supervisor. As per the literature review most of the studies done in manufacturing sector less study explore in service sector. While a large number of studies have examined the general relationship between employee participation and employee motivation, commitment, and satisfaction across various industries and areas across the globe, there is a notable dearth of research that focuses specifically on the Northern Indian service sector. This indicates a significant divide between the two parties, especially in light of the potential impact of cultural, economic, and socio-political disparities on the nature of this connection in this specific setting.

3. METHODOLOGY OF THE STUDY

3.1 Scope of the Study

The service sector is crucial for societal development. This study examines the factors influencing employee participation and how such participation affects employee motivation and commitment. Data will be gathered from both primary and secondary sources. Respondents will be selected from the service sector in Northern India using purposive and random sampling methods. Data collection will be conducted through self-structured and semi-structured questionnaires, completed by employees via personal interviews and online surveys.

3.2 Sample of the Study

Selecting a sample of the population being studied that is truly representative of the entire population is essential. Considering these differences in demographics, a total of 425 employees in the service sector were included in the study.

3.3 Sampling Design

A vital component of any research project is sampling design, which is fundamental to selecting a representative sample from the intended audience. Under this study employees with age above 18 years are selected as respondents and fill structured questionnaires in which 27 statements are related with employee participation, 19 statements for employee motivation, 13 statement for employee commitment and 16 statements for employee satisfaction. The structured questionnaire was distributed among respondents, 425 questionnaires returned out of 500 questionnaires.

3.4 Sampling Area

Sampling area is a specific geographical or demographic region from which a sample is drawn for a study. It defines the boundaries within which the researcher selects participants or data points to represent the larger population. Under this study, employees included from different service sector, of Northern India. This study include specific area of Service Sector are educational institutions, Banking sector, Hospitals. This study cover some selected area such as Haryana, Delhi, Rajasthan and Chandigarh from Northern India.

3.5 Sampling Techniques

This study uses simple random sampling techniques for collecting the data. Random sampling was used for collecting the respondents.

3.6 Instruments

Under this study, for determining the determinants of employee participation apply Exploratory Factor Analysis by SPSS and for find the effect of employee participation on employee motivation and employee commitment through SEM AMOS Software.

4. RESULT AND DISCUSSION

4.1 Descriptive Analysis

Descriptive statistics are statistical methods used to summarize and describe the essential features of a dataset. They provide simple quantitative summaries about the sample and the measures. Descriptive statistics form the foundation for almost every quantitative analysis of data, simplifying large amounts of information into more understandable pieces.

Utilizing skewness and Kurtosis, the normalcy assumption regarding the data was assessed. The range of -2 to +2 is required for the values of kurtosis and skewness. All variables' Skewness and Kurtosis values are determined to be within the acceptable range. The conclusion that the data appears to be normal can be made. Table 1 shows the descriptive statistics of employee participation, employee motivation, and employee commitment and employee satisfaction. This table also shows the mean and standard deviation of demographic description of descriptive statistics.

Table 1 Summary statistics (Mean, Standard deviation)

Name of the variable	Description of the variable	Mean	Standard deviation
Employee participation	<i>Employee participation (EP) using 27 constructs for measure on 5 point Linkert- scale</i>	Mean of every construct between 3.5-3.9	Standard deviation of every construct between .91- 1.0
Employee motivation	Employee motivation (EM) using 19 constructs for measure on 5 point Linkert- scale	Mean of every construct between 3.6-4.0	Standard deviation of every construct between .82- 1.0
Employee commitment	Employee commitment (EC) using 19 constructs for measure on 5 point Linkert- scale	Mean of every construct between 3.6-4.1	Standard deviation of every construct between .85- 1.15
Age	Below 25yr (27), 26yr- 35yr (197), 36yr-45yr (119), above 46yr (82)	3.8	.84
Gender	Male (247), Female(178)	3.9 (Female), 3.8 (Male)	.83 (Female), .87 (Male)
Qualification	Below graduation (17), Graduation(143), Post-graduation (234), Any other (31)	3.8	.84
Marital Status	<i>Unmarried (77), Married (348)</i>	3.7 (Married), 3.8 (Unmarried)	.86 (Married), .84 (Unmarried)

Source:Primary Data

4.2 Exploratory Factor Analysis

Exploratory factor analysis (EFA), the facts are simply finding out and presenting information approximately the numbers of factors required to represent the data.

Three factors in total with eigen values larger than one were extracted. Of the total variance, 72.894 percent was explained by these three factors, which were made up of 27 variables. There were no cross-loadings in the finished model. These three elements are referred to as organizational environment, participation opportunity, and supervisor support. Supervisor Support's eigenvalue is 10.121, which accounts for 32.685% of the variance in the whole. With an eigen value of 5.355, Participation Opportunity is the second extracted factor that accounts for 20.425 of the total variance. The Organizational Environment, the third factor, has an eigenvalue of 4.205 and accounts for 19.784% of the variance in total. In total three sub-constructs were extracted with eigenvalues greater than one. These three elements, which total 19 items. There were no cross-loadings in the finished model. The three extracted factors are displayed in the table along with their corresponding items, factor loadings, eigen values, percentage of variance explained, and Cronbach alpha values, providing a thorough picture of the factor analysis. The data is analysed further using these three extracted subscales.

The three factors are respect and status, growth within the organization, and appreciation of one's work. Two sub-constructs totalling more than one eigenvalue were extracted. These three elements, which total thirteen items. There were no cross-loadings in the finished model. The two extracted factors, along with their corresponding items, factor loadings, eigen

values, percentage of variance explained, and Cronbach alpha values, are shown in the table, which provides a thorough overview of factor analysis. We utilize these two extracted subscales to examine the data in more detail. Using exploratory factor analysis, affective and normative commitments were extracted as factors.

Table 2 shows the statistics of sampling adequacy for the study. To check the sample adequacy KMO test and Bartlett test of sphericity has been applied on the data. These statistics indicated the fulfilment of crucial precondition i.e., the correlation matrix should not be an identity matrix (Malhotra & Dash; Zikmund et al., 2016).

Table 2 Sampling Adequacy of Employee participation, employee motivation and employee commitment

KMO and Barlett's Test	Employee participation			Employee motivation			Employee commitment		
Kaiser- Meyer- Olkin measure of sampling adequacy	.936			.931			.900		
Barlett's test of Sphericity	App. 11544.640	Chi-square- 351	df- 351	App. 7538.475	Chi-square- 171	df- 171	App. 4826.745	Chi-square- 78	df- 78
	sig. .000			sig. .000			sig. .000		

Source: Primary Data

Table 3 Cronbach Alpha, Eigenvalues and Total Variance Explained

Items	Employee participation	Employee motivation	Employee commitment
Cronbach Alpha	<i>Supervisor support (.967)</i> <i>Participation opportunity (.954)</i> <i>Organizational environment (.925)</i>	Growth in the organization (.968) Appreciation of work (.880) Respect and status (.859)	Affective commitment (.909) Normative commitment (.948)
Eigenvalues	<i>Supervisor support (10.121)</i> <i>Participation opportunity (5.355)</i> <i>Organizational environment (4.205)</i>	Growth in the organization (9.176) Appreciation of work (2.951) Respect and status (1.841)	Affective commitment (6.105) Normative commitment (2.214)
Total Variance Explained	<i>Supervisor support (32.685)</i> <i>Participation opportunity (20.425)</i> <i>Organizational environment (19.784)</i>	Growth in the organization (37.188) Appreciation of work (18.574) Respect and status (17.754)	Affective commitment (37.487) Normative commitment (32.454)

Source: Primary Data

In this study, the principal component factor analysis with varimax rotation is applied to reduce the data of employee participation, employee motivation and employee commitment. Provided with all precondition fulfilled the factor analysis was applied to the data collected. Factor loadings of the items ranged between 0.543 and 0.899 which can be considered good for factor analysis. Hair et al. (2014) classified the significance of factor loadings based on sample size; for a sample of 350 or more 0.50-factor loadings is acceptable. So, in this study factor loading > 0.50 is considered for item retention. In total sub-constructs were extracted with eigen values greater than one. In the final model, no cross-loadings were observed. Table 3 described a comprehensive picture of factor analysis as shows the extracted factors with their respective items eigen values, percentage of variance explained and Cronbach alpha values.

4.3 Confirmatory Factor Analysis

A multivariate statistical technique called confirmatory factor analysis (CFA) evaluates how well factors represent structures. Confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) are similar in that they identify and display the likely factor values in the data. Through exploratory factor analysis, latent variables are linked to all known factors. Confirmatory factor analysis (CFA), on the other hand, identifies the number of factors and the relationship between each latent and observed variable. The measurement variable trend of the exploratory factor analysis is thus supported by the confirmatory factor analysis. How well observed factors reflect the latent factor is demonstrated by confirmatory factor analysis. The measurement theory is supported or refuted by CFA.

Ha1: There is a significant effect of employee participation on employee motivation.

Ha2: There is a significant effect of employee participation on employee commitment.

Impact of Employee Participation on Employee Motivation

The effect of employee participation on employee motivation. Employee participation is independent factor and employee motivation is the dependent factor. In fig. 1 this structural model effect of employee participation on employee motivation is examined.

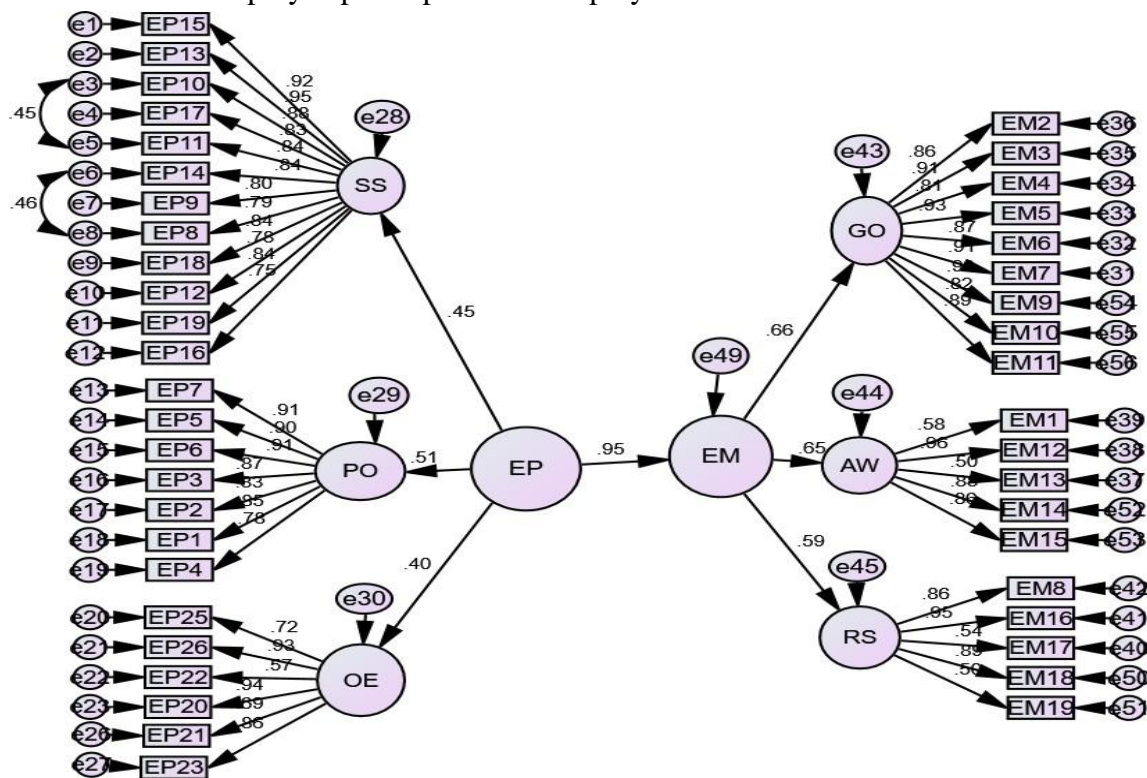


Fig 1 Source: AMOS Output

Table 4 Modelfit indices

CMIN	DF	P	CMIN/DF	GFI	NFI	IFI	TLI	CFI	RMSEA
2153.535	893	.000	2.412	.807	.889	.932	.928	.932	.058

Source: Primary data

The different model fit indices that Amos calculated to assess the fitness of the proposed model are shown in Table 4. These indices include CMIN/DF, Comparative Fit Index (CFI), Goodness of Fit Index (GFI), Tucker Lewis Index (TLI), Incremental Fit Index (IFI), and root mean square error of approximation (RMSEA). The structural model has a degree of freedom (DF) of 893 and a Chi-square (CMIN) of 2153.535 at the probability level of .000. It is advised to have a CMIN/DF below 5 for improved model fitness. Byrne (2016) and Ho (2006). With a CMIN/DF value of 2,412, this structural model is exceptionally fit. A lower than 0.10 RMSEA is better for model fitness. (Cudek and Browne, 1993). The structural model's RMSEA is 0.058, which is less than the cutoff point for a suitable fit. The other model fit indices, which include GFI, CFI, IFI, TLI, and NFI, should all be higher than 0.80 in order to indicate a better model fit. (Bisschoff and Moore, 2013). For this measurement model, the GFI is 0.807, CFI is 0.889, IFI is 0.932, NFI is 0.889, and TLI is 0.928, indicating the model's exceptional fitness.

Impact of Employee Participation on Employee Commitment

The effect of employee participation on employee commitment. Employee participation is independent factor and employee commitment is the dependent factor. In fig.2 this structural model effect of employee participation on employee commitment is examined.

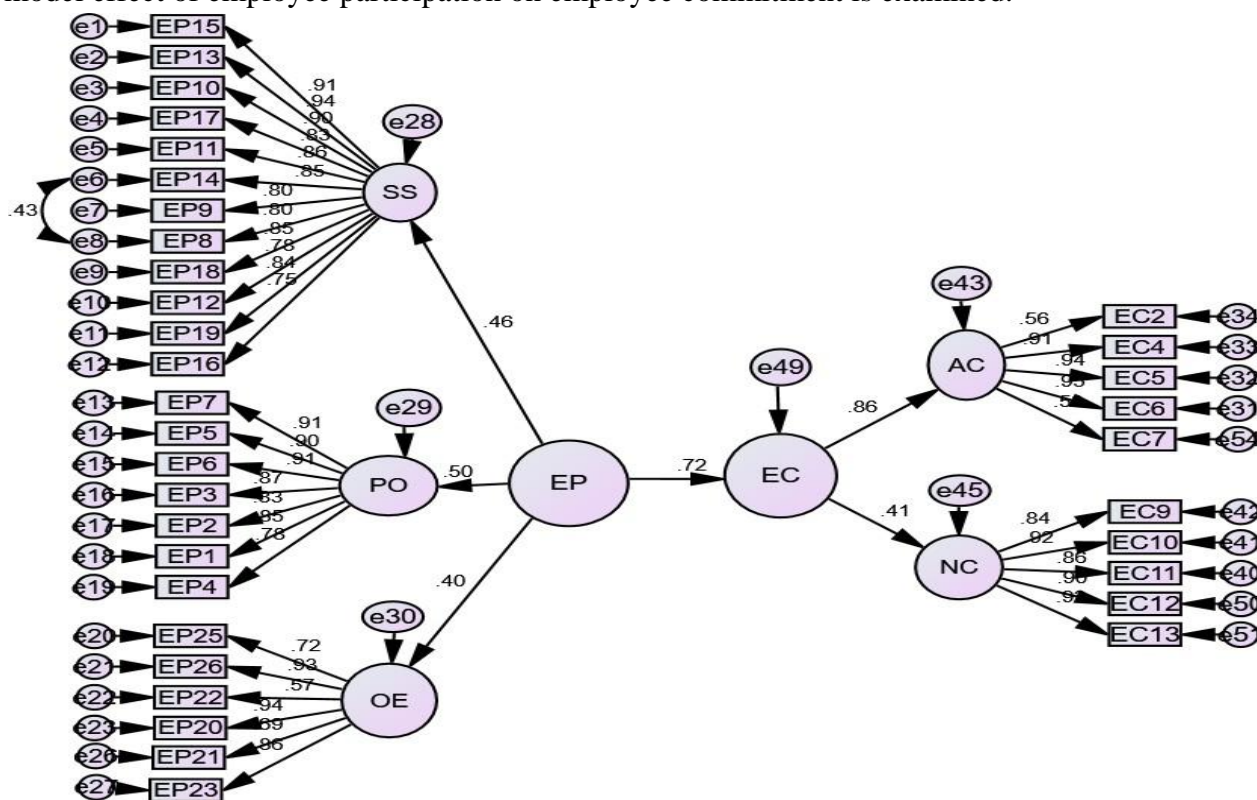


Fig 2

Source: AMOS Output

Table 5 Modelfit indices

CMIN	DF	P	CMIN/DF	GFI	NFI	IFI	TLI	CFI	RMSEA
1525.250	553	.000	2.758	.815	.900	.934	.929	.934	.064

Source: primary data

Table 5 depicts the various model fit indices, i.e., those generated by Amos to evaluate the proposed model's fitness. The structural model has a Chi-square(CMIN)of1525.250andaDF of 553, with a probability level of.000. CMIN/DF values below 5 are recommended for improved model fitness. This structural model's CMIN/DF value is 2.758, indicating outstanding model fitness. RMSEA should be less than 0.10 for improved model fitness. The RMSEA for the structural model is 0.064, which is below the threshold in dicatingan acceptable fit. The other model fit indices, namely GFI, CFI, IFI, TLI, and NFI, must be greaterthan0 .80 for the model to be more suitable. GFI is 0.815, CFI is 0.900, IFI is 0.934, NFI is 0.900, and TLI is 0.929 for this measurement model, which demonstrates the model's exceptional fitness.

5. Conclusion and Recommendation

This study concluded that structural equation model shows that employee participation has a significant and positive impact on employee motivation. This result validates the proposed connection between the two. At the.001 level of significance, the standardized regression estimate of employee participation is 0.946, indicating a statistically significant relationship between the two variables. It is reasonable to conclude that higher employee participation leads to higher employee motivation.The structural equation model indicates that there is a significant and positive relationship between employee participation and employee commitment. The positive sentiment validates this finding. At the.001 level of significance, the standardized regression estimate for employee participation is 0.716, indicating a statistically significant relationship between the two variables. One could conclude that greater employee participation leads to higher levels of commitment from employees. According to this study, when they participate more in decision-making, the majority of workers in the service industry become more driven and devoted to their company. The majority of ways that employees participate are through task delegation, staff meetings with senior management, and problem-solving teams. The study confirmed the hypothesis that involving employees in decision-making processes enhances their commitment to the organization and better motivation. The conclusion also suggested that management and administrators in the service sector of Northern India can boost employee commitment and motivation by increasing their involvement in organizational activities. Management should enhance interactions with employees through staff meetings and guided discussions on organizational issues. Implementing employee suggestion schemes and attitude surveys, where employees can share their perceptions on various issues affecting their work life, is essential. Employees should also be involved in policy development, as their participation in policy implementation is crucial. These measures will increase organizational commitment and motivate employees. Management must be take initiative for giving better training to employees for developing their skills and take permanent feedback of employees.

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