



## Employees' Participation in Decision Making (PDM): A literature survey

Maslina Mohammed Shaed<sup>1</sup>, Suraiya Ishak<sup>1</sup>, Zaimah Ramli<sup>1</sup>

<sup>1</sup>School of Social, Development and Environmental Studies, Faculty of Social Sciences and Humanities, Universiti Kebangsaan Malaysia, Selangor

Correspondence: Maslina Mohammed Shaed (email: [attic4m@gmail.com](mailto:attic4m@gmail.com))

### Abstract

Contemporary organizations are forced to find ways to be more flexible and adaptive in order to stay competitive, and the increased importance of employees cannot be over-emphasised. This is reflected in the growing recognition of the employees' participation in the organisational decision making process (PDM). This study examined the question of employees' PDM as studied and deliberated in the literature. A total of 32 published articles from year 2010-2014 covering 24 variables provided the basis of this inquiry. The findings revealed that variables that had positive correlations with PDM were gender, education level, job experiences, organizational performance, job satisfaction, job performance, job commitment, perceived supervisor support, perceived organizational support, attitude, psychological ownership, self-efficacy, training, leadership, trust, motivation and productivity. All this reiterated the fact that employees' PDM was one of the effective tools in enhancing positive outcomes for organisations, and should therefore be given due priority in organisational management.

**Keywords:** employee participation, employee involvement, participation in decision making, PDM, participative in organization, decision making

### Introduction

In today's rapidly changing environment, organizations are forced to find ways to be more competitive, flexible, and adaptive (David, 2005). Therefore, employees are seen to be the main important asset in today's organizations than ever before (David, 2005) and their participation in decision making (PDM) is a crucial issue at the workplace. This phenomenon is getting more attention from researchers, human resource experts and policy makers in the West as well as in Asian countries including Malaysia. To survive and compete in this globalized world, organizations are required to get maximum benefits from employees' PDM. The topic of PDM was first discussed in 1940s by Coch and French (1948). At that time, PDM was used to measure individuals and small groups' performance. In 1970s, researchers began to differentiate the levels of PDM and had divided it into 3 forms: formality versus informality, directness versus indirectness, and the degree of access or influence (Dachler & Wilpert, 1978). There are also studies conducted on short-term and long-term participation in decision making (John et al. 1988). In the 1980s to 1990s, there were increased interest and growth of the number of studies on PDM focused mainly on the effects or outcomes of PDM such as job satisfaction, organization commitment, and employee involvement. Recent studies had studied participation in job training (Rahmah, Rosnita & Liew Chei, 2015), participation in financial decision making (Zaimah et al., 2012), participation in domestic decision making (Mamoni & Aviral, 2011) and more. However, this paper focuses only on employees' PDM in organizations.

Therefore, to follow and extend the previous works, the main purpose of this paper is to review studies on PDM in organizations from 2010 to 2014. As a result, there are about 32 article journals extracted from 31 journals included in this study (refer to Table 2). All article journals were found through electronic databases (Emerald Full Text, JSTOR, Sage Journals, ScienceDirect, Wiley-Interscience) using the keywords “employee participation in decision making”, “employee involvement in decision making” and “participation in organization”.

### *Concept of participation in decision making (PDM) in organizations*

There are many terms and definitions in literature that refer to participation in decision making such as ‘employee involvement’, ‘employee participation’, ‘job engagement’ and ‘empowerment’. These terms are used interchangeably in previous literatures, but its meaning refers to the concept of employees’ PDM. An earlier study by Wagner (1994) defined PDM as a process of involvement among employees and administration in sharing information processing, decision making and problem solving in an organization. PDM is also defined as ‘a process which allows employees to exert some influence over their work and the conditions under which they work’ (Strauss, 1998:15). Furthermore, employees’ PDM involves the process of sharing important information between managers and employees to generate new ideas and possible alternatives, plan processes and evaluate results to achieve an organization’s objectives (Scott-Ladd et al., 2006). Beardwell and Claydon (2007) defined employee participation as the distribution of power between employer and employee in decision making processes, either through direct or indirect involvement. In addition, PDM also refers to employee participation and influence in decision making at the workplace (Busck et al., 2010). PDM encourages the involvement of manpower at all levels of an organization to analyse problems, develop new strategies, and implements solutions (Helms, 2006).

## **Methodology**

This is a conceptual paper based on 32 published articles from year 2010-2014. The findings from this paper are based on secondary sources of data. The following part will focus on the selection of studies, location of samples and the measurement and constructs used in previous literature on PDM.

### *Selection of studies*

This paper review only focuses on quantitative findings of PDM to examine the relationship between variables with PDM. Qualitative findings and other review papers were excluded from this reviews. Furthermore, this paper only focuses on PDM in organizations, so studies on PDM in political, medical, farm, household, consumer areas and so forth are excluded.

### *Location*

Based on the reviews, all studies were conducted in various countries such as UK, Taiwan, North Eastern United States, Pakistan, Chennai, Oromia region, Nairobi, North American, Sri Lanka, Greece, Upper East region of Ghana, Ashanti region, Yogyakarta, Bangladesh, Hyderabad, Nigeria, Democratic Republic of Congo, Malaysia, Macedonian, Dutch, Kenya, Hong Kong, China and Slovenia.

### *Sample*

The respondents come from various backgrounds and positions. For examples, lieutenants, captains, counsellor supervisors, first line managers, immediate bosses, non- management members of academic staff, production staff, administrative staff, shop-floor employees, lecturers, teachers, managers, top manager or chief executives, head of HR departments and senior or middle management positions.

*Measurement and construct*

Table 1 below shows the measurement and construct used by previous researchers to measure PDM from 32 article journals.

**Table 1. The measurement and construct of PDM**

No.	Author	Measurement	Construct
1.	Bhatti (2011)	Direct participation (Lammers, Meurs, Mijs, 1987).	-
2.	David, Benjamin, Michael & Vicki (2012)	Three items developed by Steel and Mento (1987).	-
3.	Dharmasri & Vathsala (2010)	Three items adapted from White and Ruh (1973).	-
4.	Edwinah & Augustine (2013)	Seven-item involvement scale based on the Survey of Organizations questionnaire used by Denison (1990).	- empowerment - team orientation - capacity development (Denison, 2007)
5.	Franca & Pahor (2012)	Index of participation implementation (IPI) & index of the presence of bodies (IPB).	-
6.	Han, Chiang & Chang (2010)	Four-item scale adapted from Locke and Schweiger (1979).	-
7.	Jeremy, Melinde & Cilliers (2011)	Employee participation survey (EPS) (Berman 1997) was used to measure the participants' perceptions of employee participation. (consists of 26 items).	- job - ideas, suggestions and change - quality of work life - business - decision- making and problem solving
8.	Khattak (2013)	Fifteen questions covering three traits of involvement (Denison 2000).	- empowerment - team orientation - capacity development
9.	Kuyea & Sulaimonb (2011)	Twenty items developed by Barringer and Bluedorn (1999).	-
10.	Olorunsola & Olayemi (2011)	Teacher's decision making questionnaire (TDMQ) was designed by the researchers.	-
11.	Russ (2011)	Propensity for participative decision making scale (Parnell and Bell, 1994).	-
12.	Sarafidou & Chatziioannidis (2013)	Teacher participation in decision making developed by Chatzipanagiotou (2003).	- satisfactory - actual participation - desired participation
13.	Subbulakshmi, Nagarajan & Felix (2014)	Five items of Steel and Mento (1987) were used to measure participation in decision making.	-
14.	Sukirno & Siengthai (2011)	Participative decision-making developed by Marks and Karen (1997).	-

## Analysis of data

This paper aims to review the relationships between 24 variables with PDM based on 32 articles extracted from 31 journals. The variables include gender, education level, age, job experience, income, marital status, number of children, race, attitude, job satisfaction, job performance, organization performance, perceived supervisor support, perceived organizational support, leadership, commitment, level of PDM, training, trust, McGregor's theory X/Y, motivation, self-efficacy, productivity and psychological ownership.

Out of 32 journals, most studies (20 article journals) tested PDM as an independent variable. Whereas, some others (10 article journals) tested PDM as a dependent variable. There are also 2 article journals that tested PDM as both independent and dependent variable. Table 2 below shows the detailed list of authors, sources of articles, title of articles and the independent and dependent variables used. The following discussion will examine the findings of the relationships between each variables with PDM.

**Table 2. List of article journals from 2010-2014**

No.	Author	Year	Source of Journal	Title of Journal	IV	DV
1.	Abdulkadir, Isiaka & Adedoyin	2012	International Business Research	Effects of Strategic Performance Appraisal, Career Planning and Employee Participation on Organizational Commitment: An Empirical Study	PDM	Organizational Commitment
2.	Abdulai & Shafiwu	2014	Business and Economics Journal	Participatory Decision Making and Employee Productivity. A Case Study of Community Banks in the Upper East region of Ghana	PDM	Productivity
3.	Adham	2014	International Journal of Sciences: Basic and Applied Research (IJSBAR)	Employee Involvement and its Impact on job Satisfaction and Organisational Commitment (Evidence from the 2011 Workplace Employment Relations study)	PDM Age Gender Income	Job Satisfaction and Organisational Commitment
4.	Akuoko, Dwumah & Ansong	2012	EXCEL International Journal of Multidisciplinary Management Studies	Employee Involvement in Decision Making and Workers' Performance in Selected Organizations in Ashanti Region of Ghana	PDM	Job Performance & Commitment
5.	Aminudin	2011	Jurnal Pengurusan	Gender and Employee Involvement in Malaysia	- Gender - Attitudes	PDM (Quality Circles (QC) and Employee Share Ownership Schemes (ESOS))
6.	Appelbaum	2013	Industrial and Commercial Training,	Participation in decision making: a case study of job satisfaction and commitment	- Trust - PDM	- PDM - Job satisfaction
7.	Bhatti	2011	International Journal of Business and Social Science	Effect of Direct Participation on Organizational Commitment	PDM (Direct Participation)	Organizational Commitment

No.	Author	Year	Source of Journal	Title of Journal	IV	DV
8.	Bhuiyan	2010	Journal of Business and Technology (Dhaka)	Employee Participation in Decision Making in RMG sector of Bangladesh: Correlation with Motivation and Performance	PDM	Motivation & Job Performance
9.	Chalchissa & Emnet	2013	Journal of Business Management and Accounts	Women's involvement as an effective management tool in decision-making in Oromia region's public organizations	Gender	PDM
10.	David, Benjamin, Michael & Vicki	2012	Criminal Justice and Behavior	The Positive Effects of Participative Decision Making for Midlevel Correctional Management	PDM	Perceived Supervisor Support & Perceived Organizational Support
11.	Dharmasri & Vathsala.	2010	Journal of Manufacturing Technology Management	Effects of perceived organisational support on participation in decision making, affective commitment and job satisfaction in lean production in Sri Lanka	PDM	Affective commitment & Job satisfaction
12.	Edwinah & Augustine	2013	Journal of Management Development	Employee involvement and organizational effectiveness	PDM	Productivity
13.	Franca & Pahor	2012	Economic and Industrial Democracy	Influence of management attitudes on the implementation of employee Participation	- Attitude - PDM	-PDM -Organizational performance
14.	Han, Chiang & Chang	2010	The International Journal of Human Resource Management,	Employee participation in decision making, psychological ownership and knowledge sharing: mediating role of organizational commitment in Taiwanese high-tech organizations	PDM	psychological ownership
15.	Jeremy, Melinde & Cilliers	2011	African Journal of Business Management	Perceived leadership style and employee participation in a manufacturing company in the democratic republic of Congo	- Perceived Leadership Style - Gender - Age - Educational Level	PDM
16.	Khattak	2013	International Journal of Academic Research in Accounting, Finance and Management Sciences	Relationship between Employees Involvement and Organization Performance in Milieu of Pakistan	PDM	Organizational Performance
17.	Kok, Lebusa & Joubert	2014	Mediterranean Journal of Social Sciences	Employee Involvement in Decision-Making: A Case at One University of Technology in South Africa	Employees' perceptions (power, information, knowledge and rewards)	PDM

No.	Author	Year	Source of Journal	Title of Journal	IV	DV
18.	Kubaison, Gachunga & Odhiambo	2014	International Journal of Research In Social Sciences	Relationship between Direct Participation Schemes and Organizational Performance in Government Owned Agencies in Kenya	PDM	Organizational Performance
19.	Kuyea & Sulaimonb	2011	Serbian Journal of Management	Employee Involvement In Decision Making And Firms Performance In The Manufacturing Sector In Nigeria	PDM	Organizational Performance
20.	Looise & Torka	2011	Advances in Industrial and Labor Relations	Understanding Worker Participation And Organizational Performance At The Firm Level: In Search For An Integrated Model	PDM (Direct & Indirect Participation)	Organizational Performance
21.	Miller	2011	Economic and Industrial Democracy	Gender and participation in decision-making in labor-managed firms: The context of the USA	Gender, total income, age, marital status, number of children, and race, education and job tenure/ experience Training Job Performance	PDM
22.	Muindi	2011	Journal of Human Resources Management Research	The Relationship between Participation in Decision Making and Job Satisfaction among Academic Staff in the School of Business, University of Nairobi	PDM	Job Satisfaction
23.	Olorunsola & Olayemi	2011	International Journal of Education Administration and Policy Studies	Teachers participation in decision making process in secondary schools in Ekiti State, Nigeria	Gender Age Education Job experience	PDM
24.	Osibanjo, Oni-Ojo & Iyiola	2013	The Journal of Management, Indian Education Society' Management College & Research Centre, Mumbai	A Modelling Relationship of Employee Involvement in Decision Making and Organization Performance: A Study of Nigerian Independent Petroleum Company (NIPCO)	PDM	Organizational Performance
25.	Rathnakar	2012	International Journal of Marketing, Financial Services & Management Research	A Study Of Workers Participation In Management Decision Making At Bhel, Hyderabad	Education	PDM
26.	Roseline	2014	European Journal of Business and Management	Effect of Employee Participation in Decision Making On Performance of Selected Small and Medium Scale Enterprises (SMEs) in Lagos, Nigeria	PDM	Organizational Performance

No.	Author	Year	Source of Journal	Title of Journal	IV	DV
27.	Russ	2011	Management Decision	Theory X/Y assumptions as predictors of managers' propensity for participative decision making	McGregor's theory X/Y	PDM
28.	Sarafidou & Chatziioannidis	2013	International Journal of Educational Management	Teacher participation in decision making and its impact on school and teachers	Gender Self-efficacy Job experience Job Satisfaction Leadership	PDM
29.	Sofijanovska & Zabijakin-Chatleska	2013	Trakia Journal of Sciences	Employee Involvement And Organizational Performance: Evidence From The Manufacturing Sector In Republic Of Macedonia	PDM	Organizational Performance
30.	Subbulakshmi, Nagarajan & Felix	2014	Journal of Business and Management (IOSR-JBM)	A Study on Participation in Decision Making Among Members of Quality Circle in Manufacturing Companies	Job experience/ Length Attitude Training	PDM
31.	Sukirno & Siengthai	2011	International Journal of Educational Management	Does participative decision making affect lecturer performance in higher education?	PDM Education Age Gender	Job Performance
32.	Wainaina, Iravo & Waititu	2014	International Journal of Advanced Research in Management and Social Sciences	Effect of employee participation in decision making on the organizational commitment amongst academic staff in the private and public universities in Kenya	PDM	Organizational commitment

### *Level of PDM*

From the 32 article journals, there are 4 findings related to the level of employees' PDM. 2 studies reported that a majority of employees' PDM is still low (Rathnakar, 2012; Kok, Lebusa & Joubert, 2014). In addition, 2 findings indicated that women have low levels of PDM as compared to men (Chalchissa & Emnet, 2013; Miller, 2011). The study by Miller (2011) also claimed that women have low PDM especially in technical and production decisions. The impacts of women's low participation in decision making leads to job dissatisfaction, low productivity, employee turnover and negative consequences to organizations (Chalchissa & Emnet, 2013).

### *Gender*

There are 6 findings related to the difference between gender on PDM. 3 studies found a significant difference between men and women (Olorunsola & Olayemi, 2011; Sarafidou & Chatziioannidis, 2013; Aminudin, 2011). Whereas, 3 studies have found that there is no significant difference between gender and PDM (Sukirno & Siengthai, 2011; Miller, 2011; Adham, 2014). The results are mixed and this is consistent with past research.

### *Education level*

There are 5 findings on the relationship between education level and PDM. Out of 5, 2 studies reported a significant relationship (Rathnakar, 2012; Jeremy, Melinde & Cilliers, 2011). A study by Jeremy, Melinde and Cilliers (2011) showed that education level has a significant effect on PDM where the employees with master and doctoral degrees have higher participation rates than employees with primary, secondary and bachelor educational levels. Whereas, the other 3 studies indicated that there is no relationship between education level and PDM (Miller, 2011; Olorunsola & Olayemi, 2011; Sukirno & Siengthai, 2011). Employees are unable to integrate their higher level of education into increased participation (Jones & Ilayperuma, 1998).

### *Age*

All 6 studies related to age and PDM have found no significant relationship (Miller, 2011; Jeremy, Melinde & Cilliers, 2011; Olorunsola & Olayemi, 2011; Sukirno & Siengthai, 2011; Aminudin, 2011; Adham, 2014). It means that age does not have any relation with individual PDM. These findings are contradictory from a previous research by Freeman and Roger (2006) who found that age has a significant impact on PDM and those aged between 37 years old to 48 years old are more interested in PDM than younger or older employees.

### *Income, marital status, number of children, race*

2 studies tested the effects of income on PDM and found no significant relationship between these variables (Miller, 2011; Adham, 2014). Only 1 study tested marital status, number of children, and race on PDM and found that all variables have no significant relationship with PDM (Miller, 2011).

### *Job experience*

There are 5 studies on job experience with PDM and 3 studies found a significant relationship between job experience and PDM (Miller, 2011; Olorunsola & Olayemi, 2011; Sarafidou & Chatziioannidis, 2013). Thus, senior members of an organization tend to play an important role in PDM. Meanwhile, 2 studies found no relationship with PDM (Subbulakshmi, Nagarajan & Felix, 2014; Sukirno & Siengthai, 2011).

### *Organizational performance*

Out of 32 studies, 8 studies had focused on the relationship between PDM and organizational performance. All studies showed a significant relationship between these two variables (Roseline & Ademola, 2014; Kuyea & Sulaimonb, 2011; Khattak, Iqbal & Khattak, 2013; Sofijanova & Zabijakin-Chatleska, 2013; Looise, Torke & Wigboldus, 2011; Kubaison, Gachunga & Odhiambo, 2014; Osibanjo, Oni-Ojo & Iyiola, 2013; Franca & Pahor, 2012). It shows that PDM is a strong predictor of organizational performance.

### *Job satisfaction, job performance, organizational/job commitment*

There are 14 findings relating job satisfaction (5 studies), job performance (4 studies), and organizational/job commitment (5 studies) to PDM. These studies are among the most popular topic that has been discussed by previous researchers, not only in Malaysia but also in Western countries (Lunjew, 1994; Muindi, 2011; Dharmasri & Vathsala, 2010; Scott-Ladd, Travaglione & Marshall, 2006; Ting, 2012; Akuoko, Dwumah & Ansong, 2012; Adham, 2014). All findings reported significant results on this



relationship. This indicate that PDM leads to many positives outcomes towards employees, such as job satisfaction, job performance, and job commitment.

#### *Perceived supervisor support and perceived organizational support*

The findings from Reeves, Walsh, Tuller and Magley (2012) show a significant relationship between perceived supervisor support and perceived organizational support with PDM. This result is also consistent with several previous surveys that reported a strong positive relationship between these two variables with PDM (Allen, Shore & Griffeth, 2003; Allen, 1992; Hutchinson, 1997). Meanwhile, another finding from Dharmasri & Vathsala (2010) reported that perceived organizational support is significant as a moderator of the PDM relationship.

#### *Attitude*

There are 2 studies on employees' attitude with PDM which was found to have a significant relationship (Subbulakshmi, Nagarajan & Felix, 2014; Franca & Pahor, 2012). This indicates that the implementation of PDM in organizations has an impact on employees' attitude.

#### *Psychological ownership*

There is 1 study on psychological ownership with PDM (Han, Chiang & Chang, 2010). The result shows that the relationship is significant. Allowing employees in PDM enhances the employees' psychological ownership and increases their sense of belonging to the organization, contributing to more benefits for the organization (Han, Chiang & Chang, 2010).

#### *Self-efficacy*

There is 1 study on self-efficacy with PDM (Sarafidou & Chatziioannidis, 2013) and the results showed that there is a significant relationship between these variables. This indicates that employees with high levels of self-efficacy participate more in decision-making compared to those who have low levels of self-efficacy (Lam, Chen & Schaubroeck, 2002; Bandura, 1997).

#### *Training*

Based on 2 studies (Subbulakshmi, Nagarajan & Felix, 2014; Miller, 2011), both showed a significant relationship between training and PDM. Therefore, it can be seen that training is one of the important components in PDM. Findings from Langan-fox et al. (2002) also supported that employee training spurs more participation in decision-making.

#### *Leadership*

There are 2 studies related to leadership with PDM (Jeremy, Melinde & Cilliers, 2011; Sarafidou & Chatziioannidis, 2013). Both results showed that leadership has a significant relationship with PDM. Prior studies also found that the success of employees' participation depends on the behaviour and attitudes of its leader (Marchington, 1980; Glisson & Durick, 1988; Taylor, 1998; Buciumiene & Skudiene, 2008).

#### *Trust*

One study has found a strong and significant relationship between trust and PDM (Appelbaum, Louis, Makarenko, Saluja, Meleshko & Kulbashian, 2013). An earlier study in Malaysia also found that trust has

a relationship with PDM (Singh, 2009). Supervisors' trust towards their employees is a crucial factor that influences employees' PDM (Zin, 1998; Gomez & Rosen, 2001).

### *Motivation*

A study by Bhuiyan (2010) found that motivation is linked with PDM. The result indicated that employees' motivation can be improved through PDM because it makes them feel that their opinions and involvement in decision-making is important for the betterment of the organization. The result is supported by the finding of James, Debra and Laurie (2006).

### *Productivity*

2 studies examined the relationship between productivity and PDM. The result showed that productivity is linked with PDM (Edwinah & Augustine, 2011; Abdulai & Shafiwu, 2014). This is consistent with previous results that found a positive correlation between employee productivity and PDM (Bhatti & Qureshi, 2007).

### *Theory*

There is 1 study which tested the McGregor X/Y Theory on managers' propensity for PDM (Russ, 2011). The result supported that McGregor's theory X/Y assumptions are linked to PDM. Theory X managers perceive that PDM has negative impacts on their power while theory Y managers perceive a positive consequence of involving employees in PDM. A study by Muindi (2011) also used the McGregor X/Y Theory in his study on the relationship between PDM and job satisfaction among academic staff.

## **Discussion**

The discussion of this paper is divided into three parts based on the objectives of this paper: 1) to explore the definition and concept of PDM by previous researchers, 2) to investigate what are the variables and their pattern of relationship with PDM and 3) to identify the measurement of PDM.

### *Definition of PDM*

Even when there are numerous and broad definitions and concepts of employees' PDM, the most common understanding on the definition of PDM is the distribution of power between managers and employees at the workplace which involves employees in the decision-making process towards organizational goals and objectives. A clear definition and concept of PDM is very important because it leads to positive direction and guidance, especially to the organizations' management to implement the PDM approach in their organizations. Therefore, further studies should clarify and define on the definition of PDM from various contexts and fields.

### *Variable and pattern of relationship with PDM*

There were 24 variables used to test the relationship with PDM. From the review, a majority of studies examined the relationship between PDM with organizational performance. Basically, most of the studies had tested PDM as dependent variable and focused on the factors that contributed to PDM or the effects of certain factors on PDM. In contrast, studies that used PDM as an independent variable were focused on the outcomes or effects of PDM towards the organization or employees itself, such as organizational performance, job satisfaction, productivity, and commitment. Many variables have positive relationships with PDM, for example, gender, education level, job experiences, organizational performance, job

satisfaction, job performance, job commitment, perceived supervisor support, perceived organizational support, attitude, psychological ownership, self-efficacy, training, leadership, trust, motivation and productivity. Positive correlations of these variables with PDM indicate that PDM is one of the effective tool that brings positive outcomes towards employees and employers. Future studies should identify more variables related to PDM from various studies and not just focus on quantitative findings.

### *Measurement and construct*

As seen in the analysis above (Table 1), only 14 research papers stated the measurement used in their studies, while most did not mention the measurement and constructs used for their studies. Therefore, there is still insufficient discussion on PDM measurements. Furthermore, the PDM constructs mentioned in the research papers reviewed were also limited: empowerment, team orientation, capacity development (Denison, 2007); job ideas, suggestions and change, quality of work life, business, decision-making and problem solving (Berman, 1997); and satisfaction, actual participation, desired participation (Chatzipanagiotou, 2003). From all the measurements, the PDM scale developed by Steel and Mento (1987) which consists of five items and the scale developed by White and Ruh (1973) were among the established instruments that have been used by previous scholars to measure PDM (David, Benjamin, Michael & Vicki, 2012; Subbulakshmi, Nagarajan & Felix, 2014; Allen, 2003; Lobburi, 2012; Dharmasri & Vathsala, 2010; Hussain, Sardar, Usman & Ali, 2012). Choosing a good and well-established instrument is very crucial as it has strong validity and reliability. Hence, future studies should find out more established and appropriate measurements for PDM which can be used in many contexts of study.

## **Conclusion**

Generally, based on the articles reviewed from 2010 to 2014, it can be concluded that researchers around the world, including Malaysia are still concerned and are interested in the topic of employees' PDM. Many concepts and definitions of PDM have been identified by previous researchers and various factors such as individual and organizational factors have been found to have significant influences on PDM. Most findings also support the positive effects and contributions of PDM towards employees and organization outcomes. The measurements used in past literature also play an important role to measure specific constructs in PDM. Therefore, this review paper is hoped to be able to contribute to the knowledge amassed in this fields, especially for researchers in related fields.

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