

Willingness of Employees to Participate in Enterprise Management and Its Influencing Factors

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Abstract

It is of great value to explore the current status of employees' willingness to participate in management and its influencing factors, to implement people-oriented management, to create a good environment for employee participation, and to enhance employees' sense of belonging and loyalty. This study, from the perspective of human resource management, studies the willingness of employees to participate in corporate governance based on organizational behavior and corporate governance theory. Through literature analysis, rooted theory, questionnaire survey and other research methods, the analysis of the factors that affect employee participation in management are organizational factors, employee personal factors and leadership factors. Starting from the three aspects of employee personal factor path, organizational factor path and employee participation path, employees' willingness to participate in enterprise management can be improved.

Keywords

Employee participation; Business management; Private enterprise; Stakeholder theory; Corporate governance theory.

1. Introduction

Konosuke Matsushita, the founder of Japan's Matsushita Electric, reviewed his lifelong business practices and concluded: Give employees full trust, let them participate in discussions and research on plans and decisions that are relevant to them, and often listen to the suggestions of subordinates, so that the company can achieve long-term development [1]. How to enhance corporate performance through employee participation has been the focus of domestic and foreign scholars in the past two centuries. Managers believe that employee participation in management plans can increase productivity and produce other desirable results, such as making employees a positive attitude and enhancing their sense of ownership [2]. Judging from the realistic background facing the development of domestic enterprises, our country's economy has entered a "new normal", economic growth is declining, and enterprise development is also facing increasing pressure, and 99% of my country's enterprises are small and medium-sized enterprises. How to highlight the advantages in the competition for talents is related to the future development of small and medium-sized enterprises, and employee participation is a key part of mobilizing employees' enthusiasm and improving work performance. Therefore, how to promote employees to participate in corporate affairs management, maximize their potential, and create greater value for the company will become the top priority of corporate management. How to improve the level of employee participation and enhance their willingness to participate is a practical problem that many corporate managers are facing urgently in their work practice; exploring what factors affect employees' participation in management has also become an in-depth study by many scholars. Research topics to explore.

Taking a private enterprise as an example, this study explores the willingness of employees to participate in management and influencing factors in the actual enterprise to explore which factors affect employee participation in management in the process of implementing employee participation in management, and how reasonable Chinese enterprises should be Utilize human resources to improve the level of employee participation, improve employee job satisfaction and internal cohesion. It not only fills the vacancy of empirical research in theory, but also provides direction and suggestions for enterprises to create a better employee participation management platform in practice.

2. Literature Review

2.1. Employee Involvement

Most scholars at home and abroad believe that employee participation refers to the process in which employees intervene in the enterprise management decision-making system and influence management behavior. Therefore, employee participation in the general sense refers to employee participation in management, and the two are consistent in connotation. The term "employee participation" first appeared in the article "Employee Suggestion System" published by Estman in 1898. At that time, employees' participation was proposed to a certain extent as the democratic management of the organization, and the representation of power sharing with employees [3]. McGregor first defined employee participation management as a participatory process, in which the organization encourages employees to give full play to their personal abilities and make more efforts for the organization [4]. Its deep meaning is to influence organizational decision-making through employees, fully mobilize the enthusiasm of employees, increase their loyalty to the organization, and then improve enterprise production performance [5] [6] [7-9]. At present, there is no unified definition of employee participation in management at home and abroad [10] [10]. There are many factors that affect employees' participation in management. Tang, Z., Chen, X. found that the decisive factors of employees' participation in management include organizational factors and individual factors [11]. Chinese scholars' research on factors affecting employee participation in management mainly involves employees at the individual level, organizational system level, and leadership level [4, 12, 13] [14, 15] [16] [17, 18] [19] [20] [12] [21].

2.2. Stakeholder Theory.

The stakeholder theory developed in Western countries around the 1960s. The proposal of this theory is a challenge to the view of "shareholder supremacy". It expounds a brand-new corporate governance model and business management method. It believes that "a company is a series of multilateral contracts between all stakeholders." The management must consider the interests of various stakeholders when making decisions. One of the representatives of stakeholder theory, Freeman RE, in his book "Strategic Management: A Stakeholder Approach" defines a stakeholder as "a person who can influence the realization of an organization's goals, or is affected by an organization's realization of its goals". All individuals and groups affected by the process". In terms of the division of stakeholders, Chinese scholars Li Wei'an and Wang Shiquan divided the stakeholders into two categories on the basis of existing research. One is narrowly defined stakeholders, that is, groups or individuals that cannot exist without their support. This type of group mainly includes shareholders, employees, customers, suppliers, and important financial institutions and government agencies; the other type is a broad sense of stakeholders, which means any group that can affect the realization of the organization's goals or the group is affected by the organization. In addition to stakeholders in a narrow sense, also include various public interest groups, industry groups or competitors [22]. The stakeholder theory provides a theoretical basis for the practice of employee participation in management. As one of the company's stakeholders, employees also have the right to require the company to

take responsibility for its employees and require the company's management of employees to be more related to employees [23] [22] [24]. From the perspective of the author. This not only means that employees have the right to pursue their own remuneration and income, but also the performance of employees to improve their own quality level in development.

2.3. Corporate Governance Theory

The term corporate governance first appeared in the economic literature in the mid-1980s, and then developed into a hot issue of general concern at home and abroad. For corporate governance, domestic and foreign scholars have different interpretations. On the basis of summarizing the existing literature, Chen Min (2007) divided the meaning of corporate governance into a narrow sense and a broad sense. In a broad sense, corporate governance refers to the sum of the internal and external governance mechanisms of an enterprise. It also includes relationships with stakeholders, relevant laws and regulations, and rules of listing transactions, etc. The purpose is to coordinate a balance between the various stakeholders (such as employees, Suppliers, creditors, etc.) and enterprises; and the narrow sense of corporate governance is much smaller than the broad sense of corporate governance, and mainly refers to the purpose of ensuring corporate goals. Achieve and realize the maximization of corporate interests, and adopt certain legal measures to reasonably determine and supervise the mechanism of rights, responsibilities and obligations among corporate shareholders, board of directors and managers, as well as the establishment of the company's incentives, decision-making and supervision mechanisms.[25-27].

3. Empirical Study

This study takes Fuzhou Zhiheng Technology Co., Ltd. as the research object, collects data on employee participation in management through person interviews and questionnaire surveys, and conducts inductive analysis on interview texts through grounded theoretical methods to design questionnaires. Then use SPSS and MPLUS to analyze the collected questionnaire data, and finally analyze the problems, draw conclusions, and make suggestions.

3.1. Grounded Theory Analysis

In this interview, we interviewed 13 employees of all levels and positions within Zhiheng Enterprise, including 5 men and 8 women. This study uses NVivo 11 software for coding, and the process includes open coding, spindle coding and selective coding. Open coding is to analyze the original data word by word, and constantly compare it to determine the coding of its initial concept. In this process, the categorization is gradually realized; on the basis of the open coding to form the category, through the classification analysis, it is found that each category sees This is the second step of main axis coding. Selective coding is based on main axis coding. It is a step-by-step to sort out the relationship between the categories, extract the core categories in the category, and establish the core categories and others Systematic associations between categories [28]. Through the analysis and sorting of the original data, removing useless sentences, a total of 105 original sentences were extracted, which were coded and categorized. Through constant comparison, three core categories were finally formed. The main factors affecting employee participation in management are summarized as follows: Organizational factors, employee personal factors and leader factors (Table 1).

Table 1. Core categories of influencing factors

Core category	subcategory
Organizational level	Organizational structure Organizational climate Employee Participation System
The individual level	Job design Personality traits Collective interest orientation Work requirements The interests of the individual Personal ability
Leadership level	Participation awareness Subjective factors Personality traits Personal ability

3.2. Construction of Questionnaire Index System and Data Collection

Based on the results of the previous exploratory research, construct the research index system of the questionnaire as the basis for the design of the questionnaire. The questionnaire is divided into three parts: the first part is the basic personal information of the target company's employees, including gender, age, education, occupation, etc.; the second part is the survey of employees' willingness to participate in various business affairs of the company, including those related to the employees' vital interests. Matters, departmental matters and company matters; the third part is a scale of factors affecting employee participation in management, which is divided into organizational level factors, employee personal factors and leader factors. In terms of the form of the questionnaire, the first part adopts a well-designed closed questionnaire, which is mainly single-choice questions, and the second and third parts are based on the author's interview data to prepare test questions in the form of a Likert five-level scale To ask questions, employees choose between 1 and 5, ranging from very unwilling to very willing, very inconsistent to very in line with the 5 attitude standards. In the end, 120 valid questionnaires were obtained, and the effective utilization rate of the questionnaires was 93.1%.

3.3. Factor Analysis of Employees' Willingness to Participate and Its Influencing Factors

First of all, the scale of this study has been tested by SPSS and AMOS software, which proves to have good structural validity. Secondly, a factor analysis of personal and organizational factors that affect employees' willingness to participate is carried out, and the results are as follows:

(1) Factor analysis of employee personal factors

The results of the rotation analysis of the employee's personal factors are shown in Table 2. After the rotation, two factors with feature values greater than 1 are extracted. In the end, 2 factors are obtained, and the explained total variance is 60%. The factor load value is shown in Table 2.

Table 2. Rotation results of employee personal factor analysis

Variable	Ingredients	
	1	2
Q14. Professional knowledge and skills (x_{11})	0.678	0.076
Q15. Personal characteristics (x_{12})	0.880	-0.059
Q16. Positive attitude and sense of participation (x_{13})	0.841	0.150
Q17. Work needs involved (x_{21})	-0.139	0.815
Q18. For personal benefit (x_{22})	0.155	0.782
Q19. Get a sense of accomplishment	0.363	0.424
Accumulated variance interpretation rate	35.268%	60.075%

Determine which factor each variable should belong to according to the factor load in Table 22, delete the variable whose load value in two or more factors are both greater than 0.5 or both less than 0.5, and after analysis, delete the item of employee sense of accomplishment. Name the employee's professional knowledge and skills, personal characteristics, participation attitude and willingness to participate as the intrinsic characteristics of the individual; name the work needs and personal interests involved as expected benefits. At the same time, according to the factor load value, two factor values of the employee's personal influencing factors can be calculated.

Suppose X_1 is the intrinsic characteristic factor of the individual, then:

$$X_1 = x_{11} * 0.678 + x_{12} * 0.88 + x_{13} * 0.841 \quad (1)$$

Suppose X_2 as the expected benefits factor, then:

$$X_2 = x_{21} * 0.815 + x_{22} * 0.782 \quad (2)$$

(2) Confirmatory factor analysis of organizational factors

Based on the study and analysis of predecessors' research, this paper synthesizes relevant theories and creates a structural equation model of organizational factors that affect employees' participation in management. Chinese scholars Li Zhi and Xie Guohong (2007) proposed that the influencing factors of employee participation in management and divided the influencing factors into employee level, organizational level and leadership level [4]. Among them, organizational factors include organizational climate, organizational structure, corporate culture and organizational systems. At the leadership level, Li Zhi and Xie Guohong believe that the leadership style and attitude of leaders have an impact on employee participation in management. Similarly, Xie Qun (2012) proposed on the basis of collating and reviewing domestic and foreign literature that supervisory factors such as the leader's leadership style will also affect the degree and understanding of employees' participation in management. In terms of objective conditions, it mainly refers to the organizational level, including the organizational structure of the enterprise, organizational culture and atmosphere, and related systems[28]. Based on this, as shown in Figures 2 and 3, this research summarizes variables such as participation channels, reward system, corporate culture, management structure, information transparency, and organizational climate as organizational-level factors; it also

summarizes the leadership's authorization, personality characteristics, and leaders The ability of the leader and the respect and trust of the employees are listed as leadership factors.



Figure 1. Structural equation model diagram of organizational system factors

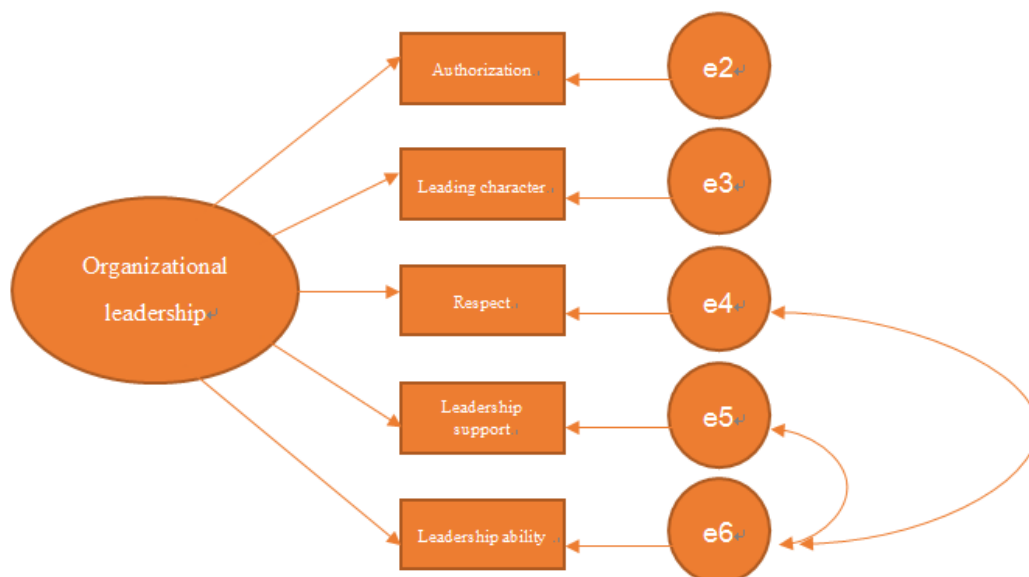


Figure 2. Structural equation model diagram of organizational leadership factors

On the basis of constructing the structural model diagram of this study, import the data collected and sorted in the early stage to test the fit of the model. The specific fit parameters are shown in Table 3.

Table 3. Structural model fitness parameters

Model fitting index		RMR	RMSEA	GFI	AGFI	CFI	TLI	NFI	IFI
Organizational factors	Organization system	.021	.084	.959	.885	.988	.974	.974	.988
	Organizational leadership	.014	.099	.980	.898	.993	.977	.988	.993

It can be seen from Table 3 that the absolute adaptation indexes RMSEA and GFI of the organizational factors are 0.084 and 0.959, respectively, and the parameter values of the value-added adaptation indexes NFI, TLI, and CFI are all greater than 0.9, which all meet the adaptation standards. The absolute fit index RMSEA of leadership factors is 0.099, GFI is 0.98, and the parameter values of the value-added fit index NFI, TLI, and CFI are all greater than 0.9, so the model has a good model fit.

According to the results of the confirmatory factor analysis, the factor load value (as shown in Table 4) obtained after the confirmatory factor analysis of the enterprise factors was calculated to calculate the score of each sample on each factor, so as to prepare data for further correlation analysis between dependent variables (the willing of employees involved in different items) and independent variables (factors influencing employee involvement).

Table 4. Factor load value

Organizational system factor		Organizational leadership factor	
Q21_ Row2<---Organizational	.851	Q21_ Row13<---Organizational	.732
Q21_ Row3<---Organizational	.855	Q21_ Row9<---Organizational	.907
Q21_ Row4<---Organizational	.922	Q21_ Row10<---Organizational	.893
Q21_ Row5<---Organizational	.739	Q21_ Row11<---Organizational	.929
Q21_ Row6<---Organizational	.765	Q21_ Row12<---Organizational	.822
Q21_ Row1<---Organizational	.809		
Q21_ Row7<---Organizational	.719		

According to the factor load value, the factor value of organizational system factor and organizational leadership factor can be calculated.

Set X3 as the organizational system factor, then:

$$X_3 = x_{31} \cdot 0.809 + x_{32} \cdot 0.851 + x_{33} \cdot 0.855 + x_{34} \cdot 0.922 + x_{35} \cdot 0.739 + x_{36} \cdot 0.765 + x_{37} \cdot 0.719 \quad (3)$$

Set X4 as the leader factor, then:

$$X_4 = x_{41} \cdot 0.970 + x_{42} \cdot 0.893 + x_{43} \cdot 0.929 + x_{44} \cdot 0.822 + x_{45} \cdot 0.732 \quad (4)$$

3.4. Factor Analysis of Employees' Willingness to Participate

Factor analysis results of employees' willingness to participate in various events are shown in Table 5, with a KMO value of 0.898, which is considered suitable for further factor analysis. Bartlett spherical test results show that Sig.<0.05 (i.e. P <0.05), indicating that there is correlation among variables, and the factor analysis is effective.

Table 5. KMO and Bartlett tests for sphericity

Sampling the Kaiser-Meyer-Olkin measure of adequacy		.898
	approximate chi-square	1940.097
Bartlett's test for sphericity	df	120
	Sig.	.000

Factor analysis results of employees' willingness to participate in enterprise events are shown in Table 6. After rotation, two factors with eigenvalues greater than 1 are extracted, and the total variance explained by these two factors is 72.852%. Factor load values are shown in Table 6.

Table 6. Factor analysis rotation results of willingness to participate

variable	1	2
20. Staff training, further education (y_{11})	0.815	0.214
20. promotion and transfer issues (y_{12})	0.878	0.093
20. Assignment of job responsibilities (y_{13})	0.854	0.156
20. The problem of labor intensity (y_{14})	0.771	0.251
20. Employee rewards and punishments (y_{15})	0.767	0.359
20. Work environment improvement issues (y_{16})	0.769	0.233
20. Working Schedule (y_{17})	0.784	0.319
20. Department personnel and equipment allocation (y_{18})	0.639	0.465
20. Department Goal Setting	0.565	0.545
20. Department honor maintenance	0.644	0.518
20. Formulate enterprise rules and regulations (y_{21})	0.404	0.753
20. Enterprise development goals and planning (y_{22})	0.227	0.887
20. Adjustment of enterprise organizational structure(y_{23})	0.242	0.892
20. Enterprise investment and expansion (y_{24})	0.105	0.919
20. Corporate image maintenance (y_{25})	0.392	0.720
20. Company budget preparation and fund use (y_{26})	0.217	0.870
Accumulated variance interpretation rate	38.619%	72.852%

Determine which factor each variable should belong to according to the factor load, and delete the variable whose load value is greater than 0.5 or less than 0.5 in two or more factors. It is found that the first factor is mainly based on work requirements and environment, and department goal setting and department honor maintenance should be deleted. The problems of staff training and further study, staff promotion and transfer, work responsibility distribution, work intensity, staff rewards and punishments, work environment improvement, work time arrangement, department personnel and equipment configuration are named as work requirements and environment; The formulation of enterprise rules and regulations, the formulation of enterprise development goals and plans, the adjustment of enterprise organization, the investment and expansion of enterprises, the maintenance of enterprise image, the preparation of enterprise budget and the use of funds are named as enterprise development.

At the same time, two factor values of employees' willingness to participate in various events can be calculated according to the factor load value. Prepare data for further correlation analysis between dependent (willingness of employees to participate in different matters) and independent variables (Influencing factors of employee participation).

Set Y1 be the work requirement and environmental factor:

$$Y_1 = y_{11} \cdot 0.815 + y_{12} \cdot 0.878 + y_{13} \cdot 0.854 + y_{14} \cdot 0.771 + y_{15} \cdot 0.767 + y_{16} \cdot 0.769 + y_{17} \cdot 0.784 + y_{18} \cdot 0.639$$

Set Y2 as the enterprise development factor, then:

$$Y_2 = y_{21} \cdot 0.753 + y_{22} \cdot 0.887 + y_{23} \cdot 0.892 + y_{24} \cdot 0.919 + y_{25} \cdot 0.720 + y_{26} \cdot 0.870$$

3.5. The Correlation Analysis of Employees' Willingness to Participate and Its Influencing Factors

According to the survey data of Zhiheng Company, the mean value of employees' willingness to participate in "work requirements and environmental content" is about 22.98, lower than the median 23.471, and the mode is 18.831, far lower than the median level. This indicates that employees' willingness to participate in "work requirements and environmental content" is low. The mean value of employees' willingness to participate in matters of "enterprise development content" is 17.032, higher than the median value of 15.876, but it is still lower than the median value in terms of mode. Therefore, it can be concluded that employees' willingness to participate in matters of "enterprise development content" is not high. On the whole, employees have a low willingness to participate in enterprise management.

(1) The relationship between individual organizational factors and employees' willingness to participate in "job requirements and environment" issues

The correlation analysis between employee's personal factors and the willingness of employees to participate in "work requirements and environment" matters was conducted, and the results were shown in Table 7.

Table 7. The correlation between personal factors and the willingness of employees to participate in "job requirements and environment"

Individual factors	Willing to participate in job requirements and environmental content matters	
	The correlation coefficient	Significance level
Individual intrinsic characteristics	0.265** (There was a significant correlation at the level of.01)	0.003
Prospective earnings	0.059	0.521

Intrinsic features can be seen from table 7, individuals rather than participate in "job requirements and environmental matters" intention between the correlation coefficient is 0.265, the correlation coefficient significance level of 0.003 (< 0.05), show significant correlation between them, can be concluded that the individual intrinsic characteristics of the job requirements and environmental matters have significant positive influence to participate; The correlation coefficient between the expected income and the willingness to participate in "work requirements and environment" is 0.059, and the significance level of the correlation coefficient is 0.521, indicating that there is no correlation between the two. It can be inferred

that the expected income of an individual has no significant influence on the willingness to participate in the work requirements and environment.

The correlation analysis between organizational factors and employees' willingness to participate in the issue of "work requirements and environment" is made, and the results are shown in Table 8.

Table 8. Organizational factors are related to employees' willingness to participate in "work requirements and environment" matters

Organizational factors	Willing to participate in job requirements and environmental content matters	
	The correlation coefficient	Significance level
Organizational system factor	0.571**(There was a significant correlation at the level of.01)	0.000
Leadership factors	0.529**(There was a significant correlation at the level of.01)	0.000

Can be seen from the table 8, the institutional factors and employee involvement "job requirements and the environment" issues between the wishes of the correlation coefficient is 0.571, the significance of the correlation coefficient is 0.000, significantly associated with both at the 0.01 level, therefore, the institutional factors on the matters involved in "job requirements and the environment" will have significant impact on; At the same time, the results in Table 9 show that the correlation coefficient between the leadership factor and the willingness to participate in "work requirements and environment" is 0.529, and the significance level of the correlation coefficient is 0.000. Therefore, it can be inferred that the leadership factor has a significant positive influence on the willingness of employees to participate in "work requirements and environment".

(2) The relationship between individual and organizational factors and employees' willingness to participate in "business development" issues.

Based on the relevant relationship of table 9, according to the characteristics and its individual employees to participate in "content" enterprise development matters between the wishes of the correlation coefficient is 0.427, the significance of the correlation coefficient is 0.000, less than 0.05, shows both significantly correlated, thus deduce the characteristics of "content" enterprise development individual employees participation will have a significant impact on matters; At the same time, Table 9 shows that the correlation coefficient between employees' expected earnings and their willingness to participate in "enterprise development content" is -0.179, and the two are significantly negatively correlated at the level of 0.05. Therefore, it can be inferred that employees' expected earnings have a significant negative impact on their willingness to participate in "enterprise development content".

Table 9. The correlation analysis of individual factors' willingness to participate in "enterprise development" matters

Individual factors	Willing to participate in business development matters	
	The correlation coefficient	Significance level
Individual intrinsic characteristics	0.427**(There was a significant correlation at the level of.01)	0.000
Prospective earnings	-0.179*(There was a significant correlation at the level of.01)	0.050

The correlation coefficient between organizational system factors and employees' willingness to participate in "enterprise development content" is 0.576, and the significance level of the correlation coefficient is 0.000, indicating a significant correlation between the two. Therefore, it can be concluded that organizational system factors have a significant impact on employees' willingness to participate in "enterprise development content".

Leadership factors and employees involved in the "content" enterprise development issues will, according to the correlation analysis between the results in table 10 leadership factors and employees to participate in the "content" enterprise development matters between the willingness to correlation coefficient is 0.412, the significance of the correlation coefficient of 0.000 (< 0.05), showed significant correlation between them, can be concluded that leaders factors on the staff to participate in the "content" enterprise development will have significant impact on matters.

Table 10. The correlation between organizational factors and employees' willingness to participate in "enterprise development"

Organizational factors	Willing to participate in business development matters	
	The correlation coefficient	Significance level
Organizational system factor	0.576**(There was a significant correlation at the level of.01)	0.000
Leadership factors	0.412**(There was a significant correlation at the level of.01)	0.000

4. Conclusion

The research on employee participation in management started late in China, and there are many problems in the implementation of employee participation in management in domestic enterprises, especially in private enterprises. By studying the situation of employee participation in management of zhiheng technology co., LTD and the factors affecting employee participation in management of the enterprise, this paper discusses the improvement measures and paths of employee participation in zhiheng technology, which provides reference for zhiheng technology to enhance employee participation, and also provides reference for many private enterprises to promote employee participation in management. This study through empirical investigation and analysis the following conclusions: (1) the participation of organization system is not sound, the staff professional knowledge, personal interests and managers to participate in the management of the subjective influence of their staff has a significant influence on company employees involved in management, concrete can be summarized as organizational level factors, individual factors, and the leader three dimensions. (2) Individual characteristics of employees, organizational system factors and leadership factors have a significant impact on the work requirements and environment, as well as the willingness to participate in enterprise development issues. Moreover, the willingness of employees to participate in various matters of the enterprise is mainly personal interest related matters, department matters and enterprise matters, and the willingness of employees to participate in matters related to personal interest is obviously higher than that of department affairs and enterprise affairs.

Finally, it puts forward the path to promote the participation of enterprise management staff in management. Finally from the employee personal factor path, organizational factor path and the form of participation path three aspects of the measures to deal with the problems in employee participation management. The employee's personal path should pay attention to the internal characteristics of the employee and improve the comprehensive quality of the

employee. Organizational factors should standardize the process of employees' participation in management, implement certain incentive measures, and establish a communication and trust mechanism between leaders and employees. Participation channels to improve the form of enterprise participation. In this way, employees can participate in management, have a stronger sense of ownership and sense of belonging, and contribute more value to the enterprise.

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