

Abstract

The present study investigated the perceptions towards work participation among a sample of 200 employees in mainland China. A structural equation model in terms of expectancy perceptions, supervisory intention perceptions and interactional justice, was established to explain employees' participation behavior. The construct of expectancy perceptions consisted of three dimensions: Enhanced Social Image, Relational & Role Conflicts, and Improved Job Attitudes. The construct of intention perceptions also consisted of three dimensions: Self-Image & Interest, Employee Growth, and Work Quality Improvement. Results supported the hypothesized direct and indirect relationships between the above variables in predicting one's behavioral intention, the willingness to participate in the decision making process. This behavioral intention had mediated the effects of expectancy perceptions towards the actual level of participation. Theoretical importance and managerial implication of the present findings were discussed.