

Impact of Employees participation on Job satisfaction Evidence from Karachi's Tertiary Education Sector

Avinash Advani

Independent Researcher, Karachi
Avinash.researcher@gmail.com

Abstract

This study intends to focus on the Impact of Employees participation on Job satisfaction Evidence from Karachi's Tertiary Education Sector. Employees' participation is very important to involve in the decision making power, Employee Communication, and Team work ultimately its impact on the job satisfaction. (Likret, 1961) state that through providing the opportunities to worker in decision making and participate, it increases job satisfaction and employees will retain. This research is based on the Descriptive research methodology in order to make the efficiency both quantitative, qualitative methods and primary and secondary data has been used for this study. The questionnaire was based on closed-ended questionnaire and there are twenty questions and each variable have four questions and there are five variables. The researcher has attempted to get the exact data from several universities in Karachi furthermore this research based on Random Sample from its population whereas directors to Teacher Assistants are included. On the 1st phase researcher has taken the pilot test and 22 participants were included therefore the result shows .90 furthermore researcher has proceed And 150 samples size was taken from its population. Conclusion and recommendation is made on the basis of Result and analysis. Employees are key assets for any organization and Management should ensure the appropriate use of TQM, because it is very supportive tool for organizations in order to achieve the goals and objectives

Keywords: Educational Sector, Employees Participation, Decision Making Power, Employee Communication, Teamwork, Job Satisfaction,

1. Introduction

Companies having consistently changing process and development for the long term while to achieve the organization objectives there is need to be participative within the organization and it is essential role by participation of employees within the organization keeping this fact that employees are key source for any organization and organizations make them easy to work. Today's management role is implementing and enhancing day by day which is impact on the Human Resource Strategies.

Lorsch, Trooboff, (1989) defined that throughout the whole process the final objective of company is to achieve the satisfactory integration among needs as well stakeholders desires, organization members and all people naturally associated with it. In Pakistan Human Resource Management is not fully standardized therefore employees are facing critical problems. This Study intends to focus on employee's that can create the better relationship and also increase the overall performance within the organization employees participation is very important because it ensure the decision making power, reduce the conflict within the organization open communication is a better beginning, provide the platform of team work whereas everyone has right to share their ideas which is team empowerment ultimately employees are motivated and impact on the Job Satisfaction , local and international companies are producing the best and efficient employees and they deliver the high quality performance for their customers, while researcher has tried to fill the gap which is existing within the organization and organization cannot make productivity. According to Rudolf, Peters, Pooyan and O'Connor, (1982) contended that supervisors/co-workers are biggest constraints. Job satisfaction is actually attributes towards job. In some organizations employees could not get the opportunity to involve in decision making power even in some organization employees are unable to reach the supervisors/managers and they haven't accessibility to communicate with their middle/top management which is create the communication gap between their co-workers/subordinates and it is constrains by management furthermore they couldn't create the better team which is highly impact on the job satisfaction.

Justification and Logical Reasoning

Today's organizations deeply more concerned with the diversification and change management process along-with employees are facing the challenges organizations are also trying to get the productivity due to competition is increased there is one company and hundred rivals in this circumstances there is need to conduct the study. This research is tried to discover the Impact of employee's participation on job satisfaction. Employees are skillful and competent therefore give them value, involving them in decision making and empower the team through this they can share their ideas .Considering the Pakistan due to insignificant work is done however, it has created the broader gap and it is need to be filled that gap.

Research Question

What is the role of employee's participation on Job Satisfaction?

Statement of Problem

Employee Participation has significant impact on the Job Satisfaction

Scope of the Study

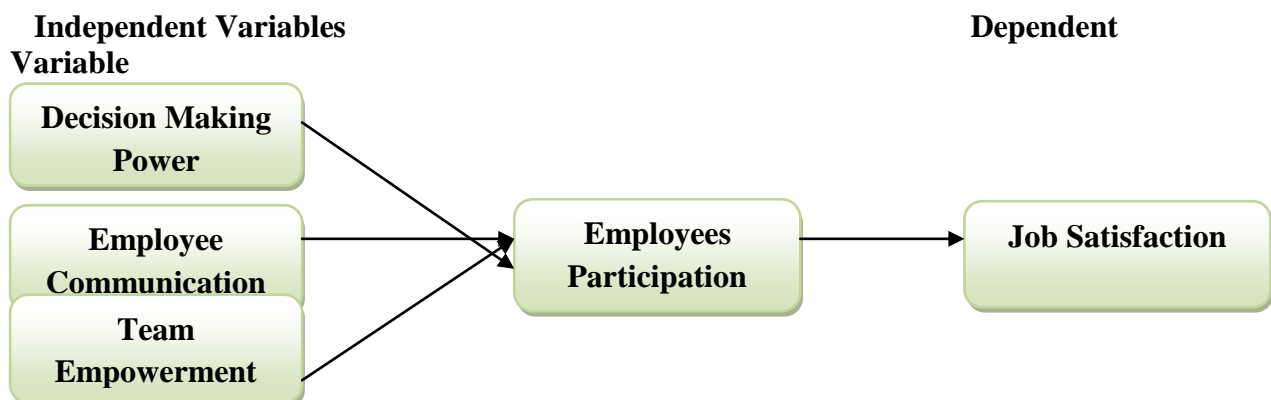
- This study will be helpful for Scholars and Educationalist
- This Study will be providing encouragement for upcoming researchers
- This study will be helpful to understand the current situation

- This Study will be supportive to Human Resource Department of different organizations

Objectives of the Study

- To know the impact of Employees participation on Job Satisfaction
- To know the impact of Decision Making Power on Job Satisfaction
- To know the influence of Employee Communication on Job Satisfaction
- To Know the role of Team Empowerment on Job Satisfaction

Theoretical Framework



Hypothesis

- H1: There is significant impact of Employees Participation on Job Satisfaction
- H2: There is significant impact of Employee Decision-Making Power on Job Satisfaction
- H3: There is significant impact of Employee Communication on Job Satisfaction
- H4: There is significant impact of Team Empowerment on Job Satisfaction

The Delimitation

The research has its own delimitation over the result, data may not be accurate due to Pakistan and this study is based on Karachi banks along-with the time and budget constraints.

2. Literature Review

2.1 Employees Participation:

Locke Schweiger, (1979); Wagner, (1994) state that it is tool that each employees share their knowledge within the organization without any discrimination. Furthermore Wager, (1994) define that it is the management of participatory that involve the all employees and knowledge is share and enhance the decision making power as well willingness of problem solving.

Coch and French (1949) mentioned that Employees participation is created the efficiency and productivity among the employees and it increased the job satisfaction along-with productivity with the organization and straightly link with the decision making power. Rooney, (1987) argue that it is practice of participatory management that highlighted and identified the organizational goals for instance job performance, organizational performance and productivity.

As established by Dachler & Wilpert, (1978); Schregle, (1970); Cotton et al., (1988) defined that it is “a process in which influence is shared among individuals who are otherwise hierarchically unequal”. All evidence showed that employees’ participation is most important factor whereas an individual is able to share information and ultimately decision it is impact on the job satisfaction.

2.2 Decision Making Power

Hellriegel, Slocum & Woodman, (1998) conclude that employees’ participation is enable to put the efforts towards the objectives setting, resolution of issues ultimately decision making power increases, it is impact on the overall performance of employees. Recently study outlined by James, Debra and Laurie (2006) examine that there is positive relationship between participation and decision making power which is highly impact on the behavior of employees and their work. Furthermore the amendment of participatory management process which is lofty gain on decision making power throughout providing the several recommendations at workplace and implementing the decision making power which is profitable for both for employees’ performance as well employees’ behavior towards the job. Recent study outlined by Emran M.A (2001) states that there is still limited for employees’ participation in the public sector industries.

Likret (1961) argue that through providing the opportunities to worker in decision making and participate, it increases job satisfaction and employees will retain. Newstrom & Davis, (2004) conclude that Employees will feel more energetic and their motivation level increases by participation in decision. It is also effect on the coordination with management.

2.3 Employee Communication

Dwyer (2005) state that Communication is the process of transfer the information within organization and it is the process of message convey whereas employees messages give and receive. Yammarino & Naughton, (1988); Myers & Myers, (1993); Mc Cormick, (2008); Leiter, (1988); Miles et al., (1996); Goris et al., (2000) conclude that There is significant impact on job satisfaction by employee communication. (Odden and Sias, 1997; Dwyer, 2005; Goldhaber, 1993) shows the various ways to communicate within the organization through hierarchical levels or horizontally, upward and downward messages may move at the workplace.

By effective Communication, It is fruitful element of the organization culture which identifies the challenges about company strategic policy. Beyerlein et al. (2003) define that it is basic onus of management that they provide the supportive culture. Furthermore Klaus and Bass, 1982; Trombetta and Rogers, (1988) state that whereas employees feel ease to communicate their exasperation as well needs. Moreover other researches revealed about the direct relationship between communication and job satisfaction. As recent study outlined by Newstrom & Davis, (2004) conclude that organizations and policy makers usually share information with employees regarding the finance as well operation and this information enable employees to improve the better quality feedback.

Lawler (1986) claimed that Employee communication is mostly success within the organization and there is required to implement the flow of information within the employees to make the good efforts in participative management. Further author suggested the three model of employee communication included Affective, contingency and cognitive whereas what are the requirements of employees whereas fulfill the requirement by organization through effective communication; to improve the employees’ performance within the organization there is requisite to enhance the structure of communication.

2.4 Team Empowerment

Kreps, (1990) describe that Employees are the most contributing forces at the workplace while most of organization makes the team of employees which lead to be progressive tool by participation of employees within the team and organizations readily fill the needs.

(Pepper, 1995) state that the basic theme of participation is to share the employees' ideas through communication and organization must allow them to involve in this network without this it might be insignificant result occurs because participation relies on managers as well team of employees and through the participation it will empower the team. Blake and Morton (1964) claimed that 90% of supervisor and team manager is highly supporting to participative management, this team empowerment approach not only maintain the culture of organization but also enhance the communication and helpful to achieve the organizational goals.

Recent studies outlined by Shouk & Smith, (1994); Barker & Tompkins, (1994) state that Participation is influence the self actualization and personal growth and eventually identify strongly with their work teams. Cohen, Ledford, and Spreitzer (1996) reported that most of the employees were felt more reliable to accept the challenges within the organization and it is more efficient to self managing teams rather than traditional work teams because this style enhanced the performance of organization and employees satisfaction.

Stack (1994) mention that the involvement of employees was expending since many years. The theory has refined and mentioned in various aspects included the teams of employee involvement, Empowerment of employees, participative management and environment, open book management furthermore self managing work teams.

2.5 Job satisfaction

Smith et al. (1969, p. 6) & Locke (1976) Describe that job satisfaction is feelings and attractiveness outputs towards the situation matter. It is variance between employees' morals and situation and condition provides furthermore the research state that it is optimistic feeling that comes from job experience and performance evaluation. Dawis and Lofquist (1984) argue that it is level of culture that provides the process to fulfill the needs of employees and fill the gap. Lease (1998) many researchers provided the various conclusions and identified the job satisfaction whereas it is affection of employees throughout acquired within company.

(Drucker 1954, 1974; Likert 1967; Spreitzer, Kizilos, and Nason 1997; Ouchi 1981; Pascale and Athos 1981) These authors has conducted the study to highlight on human motivation and its impact on the job satisfaction and productivity however job satisfaction is factor that is pleasurable and employees are motivated through the basic need and it fulfill the gap between employee-employ. J. Michael Syptak, MD, David W. Marsland, MD, and Deborah Ulmer) state that it is very uneasy task for an organization to satisfy their employees and employees are real and internal customers for any organization. The advantages of satisfaction, employees are usually more productive and committed with their task. It is lies on the organizational objectives. Therefore the most of the organization had considered top priority in Job Satisfaction.

Sinha (1972) established the positive relationship between employees' needs and their fulfillment by job. How effectively his/her job over on the completely is satisfying towards his several requirements and needs this recognized by employees perception. Hoppock (1935) found the combination of job satisfaction by reviewing the many researches around 1933. The mixture of physiological, psychological and Culture/environmental conditions that encourage towards increase job satisfaction.

3. RESEARCH METHODOLOGY

This research is based on the Descriptive research methodology in order to make the efficiency, SPSS 20 Version and both quantitative qualitative methods and primary and secondary data have been used for this study. Survey method was used for this study through Email, Online, and Telephonic and by meeting with respondents. (Robson, 1993) Survey is the most useful factor in nowadays, because this term is applied into research methodology for the purpose of data collection from specific population furthermore questionnaire has designed and interview scheduled.

The questionnaire has been based on closed-ended questionnaire and there are twenty questions and each variable have four questions and there are five variables. The purpose of closed-ended questionnaire is limitation of time with least time and efficiency respondents may fill the questions without any hurdle because there is choice available. Furthermore Likert Scale type has been used for this study from 5 Strongly Agree to 1 strongly Disagree.

This study based on Random Sample from its population and for this study target population has selected which is Five Universities in Karachi included whereas Demographically Directors to Teacher Assistants are contained. And 150 sample sizes have taken from its population.

4. RESULTS AND FINDINGS

This section presents the results and findings. On the 1st phase researcher has collected the pilot test around 22 employees from five private universities in Karachi and the outcome was .906 furthermore researcher has proceeded and the below tablets shows the results.

Case Processing Summary				Reliability Statistics	
	N	%		Cronbach's Alpha	N of Items
Cases Valid	150	100.0		.910	5
Excluded ^a	0	.0			
Total	150	100.0			

a. Listwise deletion based on all variables in the procedure.

The reliability which is overall consistency of a measure shows the .910 it means that our data is valid and 150 is sample size is included for this study.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
EmployeeParticipation	150	1.75	5.00	4.2833	.73198
DecisionMakingPower	150	2.25	5.00	4.1333	.70274
EmployeeCommunication	150	2.00	5.00	4.2083	.68994
TeamEmpowerment	150	1.75	5.00	3.9350	1.00978
JobSatisfaction	150	2.25	5.00	4.1683	.70085
Valid N (listwise)	150				

The Descriptive result shows Mean which is highly influence factor is Employees Participation and Employees Communication towards most of the participants are agreed while the lowest result shows the Team Empowerment which is the 3.93. While the standard deviation gives us variation in values and disperses the values which is Employee Participation and Employee Communication is close to 4.2 that indicates that SD Dev close to

mean values and Team Empowerment closely connected with the 1 and it indicates that variable is highly dispersed.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.784^a	.615	.604	.44100	2.634

a. Predictors: (Constant), TeamEmpowerment, DecisionMakingPower, EmployeeParticipation, EmployeeCommunication

b. Dependent Variable: JobSatisfaction

The model Summary shows that the IV's are positively dispersed with the Dependent Variable therefore R Square shows that 61% of Independent Variables have been explained. Moreover the Durbin-Watson close to 2 this shows that there is positive correlation it is always ranges from 0-4 while 4 close to negative correlation.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.987	4	11.247	57.830	.000^b
	Residual	28.200	145	.194		
	Total	73.187	149			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), TeamEmpowerment, DecisionMakingPower, EmployeeParticipation, EmployeeCommunication

This is called ANOVA (Analysis of Variance) whereas F-Test result is highly significant and in the last column Sig shows less than .001 which means to model is fit for this data.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.241	1	34.241	130.118	.000^b
	Residual	38.946	148	.263		
	Total	73.187	149			
2	Regression	37.067	2	18.533	75.426	.000^c
	Residual	36.120	147	.246		
	Total	73.187	149			
3	Regression	43.487	3	14.496	71.259	.000^d
	Residual	29.700	146	.203		
	Total	73.187	149			
4	Regression	44.987	4	11.247	57.830	.000^e
	Residual	28.200	145	.194		
	Total	73.187	149			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), EmployeeParticipation

c. Predictors: (Constant), EmployeeParticipation, DecisionMakingPower

d. Predictors: (Constant), EmployeeParticipation, DecisionMakingPower, EmployeeCommunication

e. Predictors: (Constant), EmployeeParticipation, DecisionMakingPower, EmployeeCommunication, TeamEmpowerment

In order to Test these hypothesis throughout this Summary of ANOVA shows the statistically significance and their values are >0.05 which shows that Employees Participation, Decision Making Power, Employee Communication, Team Empowerment hugely impact on the Job Satisfaction and there is positive relationship such as:

H1: The Null hypothesis has failed to reject and the Alternative hypothesis has been accepted

H2: The Null hypothesis has failed to reject and the Alternative hypothesis has been accepted

H3: The Null hypothesis has failed to reject and the Alternative hypothesis has been accepted

H4: The Null hypothesis has failed to reject and the Alternative hypothesis has been accepted

5. CONCLUSION & RECOMMENDATIONS

This study highlights on “The Impact of Employees participation on Job satisfaction Evidence from Karachi's Tertiary Education Sector”. The author has realized that employees' participation is one of the most influences factor towards the job satisfaction and there is gap between Top management and workers therefore the descriptive statistics shows that most of employees on agreed point towards the Employee participation and Employee communication. It is possibility that most of the organization having the communication space while it is responsibility of management that they should provide the proper system whereas employees feel free and readily participated in decision making process. This research highlighted the various approaches which are on ground as hypotheses test has been used for experimental and further it shows the positive impact of employees Participation.

The responses suggest that there is need for thoroughly research into the team work and increase the communication and management that should organize the meeting with employees and they must have will power to listen everyone point of views because shared goals always meet the objectives of organization, Shared the ideas and management should give the value of employees' ideas.

Considering to this study, Employees and managers should ensure open communication channels through this it creates the good working environment and cooperative culture within the organization. Motivate those employees who participate in decision making power and increase these types of sections. It is requisite that organizations adopt these strategies and empower the employees.

- Daily base meeting should be organizing with employees.
- Employees should participate in decision making power and organization should consider their ideas.
- Management should conduct the training programs that will enhance their skills.
- They should ensure the appropriate use of TQM, because it is very supportive tool for organizations in order to achieve the goals and objectives.

References

- Beyerlein, M. M., McGee, C., Klein, G. D., Nemiro, J.E., and Broedling, L. (2003). *The Collaborative Work System Fieldbook: Strategies, Tools, and Techniques*. San Francisco: Pfeiffer.
- Blake, R. & Mouton, J. (1964). *The Managerial Grid: The Key to Leadership Excellence*. Houston, TX: Gulf Publishing Co.

- Cotton, J. L. (1995). Participation's effect on performance and satisfaction: A reconsideration of Wagner. *Academy of Management Review*, 20(2), 276-278.
- Dachler, H. P., & Wilpert, B. (1978). Conceptual dimensions and boundaries of participation in organizations: A critical evaluation. *Administrative Science Quarterly*, 1-39.
- Dwyer, B. (2005) *Creating Tomorrow's Catholic School: A Challenge to the Imagination*. Parramatta: Catholic Education Office.
- Emran M A (2001) "The practice of Workers' Participation in Management: A case Study of Khulna Newsprint Mills Ltd.", *Journal of the Institute of Bangladesh Studies*, Vol. XXIV, pp. 191-202.
- Goris, J. R., Vaught, B. C., & Pettit, J. D. (2000). Effects of communication direction on job performance and satisfaction: A moderated regression analysis. *Journal of Business Communication*, 37(4), 348-368.
- Hoppock, R. (1935). *Job Satisfaction*. New York: Harper and Brothers.
- James, Debra and Laurie (2006), "Motivating Employees in a New Governance Era: The Performance Paradigm Revisited", *The Premier Journal of Public Administration*, Vol.66 No.4, [http:// www.joe.org](http://www.joe.org).
- Kreps, G. L. (1990). *Organizational communication (2nd Ed.)*. New York, NY: Longman.
- Likert, R. (1961). *New Patterns of Management*. New York: McGraw-Hill.
- Locke, E. A., & Schweiger, D. M. (1979). Participation in decision-making: One more look. *Research in organizational behavior*, 1(10), 265-339.
- Lorsch, J.W., & Trooboff, S. (1989) Two Universal Models. In: McLennan, R. *Managing Organizational Change*. Prentice Hall, pp. 68-75.
- Leiter, M. P. (1988). Burnout as a function of communication patterns. *Group & Organization Management*, 13(1), 111-128.
- Locke, E. A. (1976), *The nature and causes of job satisfaction, in Dunnette, M (Eds), Handbook of industrial and organizational psychology*. Chicago, IL: Rand McNally. 1297 - 1350.
- Myers, M.T., and G. E. Myers (1993). *Managing by Communication :An Organizational Approach*. New York: McGraw-Hill Book Company.
- Newstrom J.W. and Davis Keith (2004), *Organizational Behavior, Human Behavior at Work (11th Edition)*, Tata Mcgraw- Hill Co. Ltd. New Delhi, pp.187-200.
- O'Connor, E.J., Peters, L.H., Rudolf, C.J., & Pooyan, A. (1982) Situational Constraints and Employee Affective Reactions: A Partial Field Replication. *Group and Organization Studies*, 7, pp. 418-428.
- Odden, C. M., & Sias, P. M. (1997). Peer communication relationships and psychological climate. *Communication Quarterly*, 45(3), 153-166.
- Pepper, G. L. (1995). *Communicating in organizations: a cultural approach*. New York: McGraw-Hill.
- Schregle, J. (1970). Forms of participation in management. *Industrial Relations: A Journal of Economy and Society*, 9(2), 117-122.
- Shouk-Smith, G. (1994). Variables Related in Health Professionals. *Psychological Reports*, 74(3), 707 - 711.
- Stack, J. P. & Burlingham, B. (1994). *The Great Game of Business*. New York, NY: Banton Doubleday Dell Publishing Group.

Smith, P.C., Kendall, L.M., & Hulin, C.L. (1969) Measurement of Satisfaction in Work and Retirement. Chicago: Rand McNally.

Sinha, D. (1972). Job Satisfaction and Job Behaviour. In S.K. Roy and A.S. Menon (eds.) Motivation and Organizational Effectiveness. New Delhi: Shri Ram Centre for Industrial Relations and Human Resources, 136-174.

Wagner, A.J. 1994. "Participation"s effects on performance and satisfaction: A reconsideration of research evidence," *Academy of Management Review*", vol.19, pp. 312–30.

Yammarino, F. J., & Naughton, T. J. (1988). Time spent communicating: A multiple levels of analysis approach.

Human Relations, 41(9), 655-676.

Team work <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3379743/>