

“THE IMPACT OF EMPLOYEE PARTICIPATION IN DECISION-MAKING ON JOB SATISFACTION”

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Abstract

The objective of this research was to determine whether Participatory Decision - making process affected job satisfaction at INFOSYS. Workers are thought to have a voice in an organization's decision-making process through a mechanism known as participatory management of employees in decision-making. The primary purpose of this research is to determine how employee participation in decision-making influences work satisfaction at INFOSYS. Today, empowering staff members through collaborative management is one of managers' most significant duties. Employees of INFOSYS make up the study's general population. The data acquired for this study is a combination of primary and secondary sources, including books, journal papers, and websites. The findings demonstrate that employee engagement in decision-making raises job satisfaction. The data acquired for this study is a combination of primary and secondary sources, including books, journal papers, and websites. The findings show that employee involvement in decision-making boosts job satisfaction.

Keywords: Participation of employees, decision-making, and job satisfaction.

1. Introduction

The twentieth century saw a number of significant and revolutionary advancements in the industrial sector. An organization's ability to succeed depends on friendly employee interactions. When employees have a positive attitude about their work, they endeavor to give their best effort to help the firm reach its objectives. The relationship between the employer and the employee needs to be improved in order to foster a friendly workplace where employees may contribute more effectively to the attainment of management objectives. This will open the door for industrial harmony, which is crucial for continuous production and service. Sharing decision-making authority with employees within a company is referred to as participation. Participation fosters harmony and peace between the staff and management and has great motivational value. Employee involvement in management is another name for participatory management. The idea of employee involvement in management is regarded as a technique that gives employees a voice in the enterprise's decision-making process. The employees may

observe how their actions can advance the company's development as a whole. The extension of national democracy is workers' participation in business. Since employees are a vital component of the business, management is not the only party concerned about whether a project will succeed or fail. Workers' engagement in management must be acknowledged as a fundamental principle and an urgent necessity for the orderly development of an economic system on democratic lines. A novel strategy is to have employees participate in management. Mahatma Gandhi supported a system of factory democracy where owners and employees jointly run the enterprise. "The workers argument that management consults with them is fundamentally a typical one," claims Allen Flanders. Whatever the economic outcomes, it stands on its own merits. They have a right to self-respect and are treated with dignity as people.

2. Participative Management – Concept

Different parties involved have different ideas of what is meant by involvement. For the government, it is an alliance of labor with management without the final say or responsibility in decision-making, while for management it is a joint consultation prior to decision-making, for workers it refers to codetermination. Since participation is typically thought of as a strategy to lessen power imbalance, equality is emphasized. The clear difference in formal power positions between the employees and the director makes it difficult to embrace participation as a way to lessen power inequality. It is co-determination for workers, the beginning of a new era of social interactions for trade unions, and collaborative consultation before decision-making for management. Without giving them any power or duty, administrators just view it as the relationship of employees with management. Employee participation entails involving representatives of the workforce at every stage of decision-making, as is done in the former West Germany and Yugoslavia. Through this process, the workers' share in decision-making extends beyond the choices that are implicit in the particulars of the work they do. In practice, this translates to the employees taking part in the enterprise's final managerial choices.

3. Objectives of the study

1. To determine how employee input into decision-making affects job satisfaction at Infosys.
2. To investigate the connection between employee commitment and staff participation.
3. To determine whether Infosys staff members participate in decision-making.

4. Review of Literature

Sankar (2000) has examined the working of the principles and practice of human resource management in the Apollo Hospitals. The study revealed that many innovative human resource practices including labour involvement in managerial decision-making helped Apollo to develop as a world class institution. The effective quality systems supported by the highly qualified and motivated personnel have created an ideal working environment in the institution.

Pacheco and webber (2014) conducted research on the relationship between job satisfaction

and participatory decision-making. The results show that the marginal impacts of individual and situational variables are equivalent in terms of their impact on job satisfaction, regardless of whether the worker has Participation in Decision Making (PDM). When moving up the occupational popularity scales, the impact of marital status and education level, on the other hand, follows amazing advances.

Shaed, Ishak, and Ramli (2015) conducted extensive research on the employee's participation in decision-making (PDM). The results indicate that factors such as gender, educational status, task observations, organisation performance, job satisfaction, activity performance, job commitment, perceived manager support, perceived organizational support, attitude, psychological ownership, self-efficacy, training, leadership, trust, motivation, and productivity had strong correlations with PDM. All of this served to emphasize the fact that employee PDM has been one of the most effective tools for generating positive outcomes for businesses and should, accordingly, be given proper priority in organizational management.

Amin, Hossain, and Nasimuzzaman (2012) conducted research on the relationship between employee engagement and job satisfaction. The results show a favorable relationship between managers' usage of a participative management style and employees' perceptions of participative strategic planning procedures and high levels of activity satisfaction.

5. Methodology

The research objectives in this study were addressed using both quantitative and qualitative methods. Both primary and secondary data were used in this investigation. The Likert scale approach was employed in the design and construction of the questionnaire that was used to collect the primary data.. Journals, earlier studies, and websites were used to gather secondary data. Employees of Infosys make up the population of this study. 128 employees from Infosys were chosen as a representative sample. Regression analysis, which included qualitative and quantitative data analysis using questionnaire coding and data entry into a computer using SPSS software, was used to confirm and determine the relationship between employee engagement in decision-making and job satisfaction.

6. Reliability Test

In order to evaluate the validity of the questionnaire, we determined the Cronbach's alpha for each of the variables shown in the table below.

Table 1: variables Cronbach's alpha

Variables	Items	Cronbach's alpha
Job Satisfaction	7	0.804
Employee commitment	4	0.700
Structure of organization	4	0.626
Leader Behavior	4	0.665
Educational Level	4	0.858
Workplace	4	0.754

Source: own calculation

Table 2: Demonstrates the respondents' sample size.

		Percentage
Gender	Male	71%
	Female	29%
Education	10+2	8%
	Graduates	75%
	Post Graduates	16%
Age	21-30	38%
	31-40	39%
	41-50	21%
	51-above	2%

Source: own calculation

Figure 1: How decision-making by employees affects job satisfaction.

Source: own computation

Figure 1: Reveals that 85% of white collar workers believe that employee participation has a favorable impact on decisions affecting employee happiness.

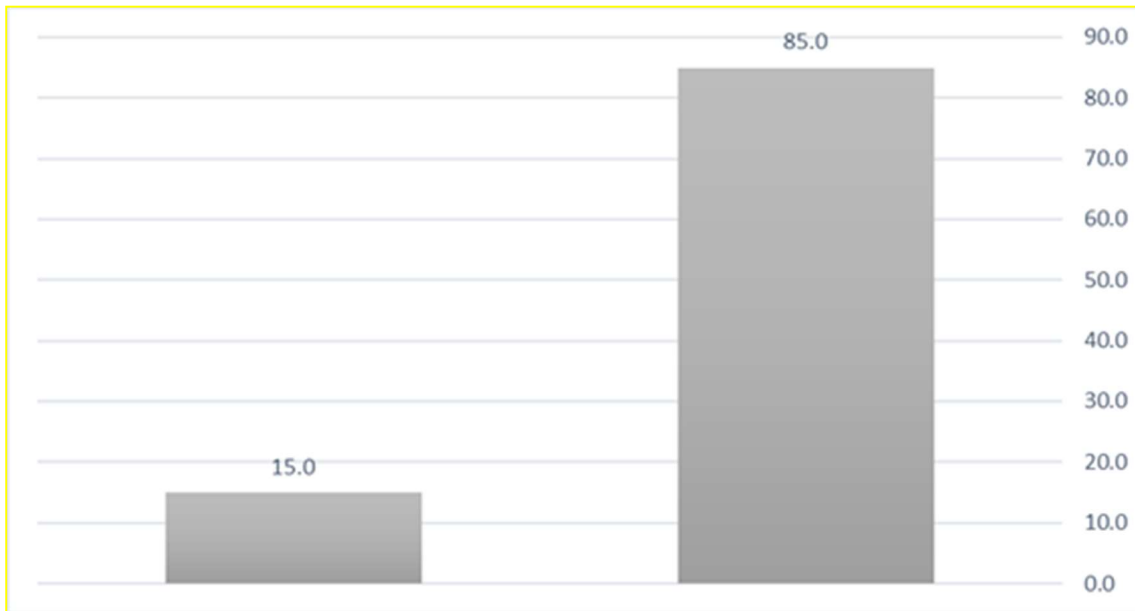


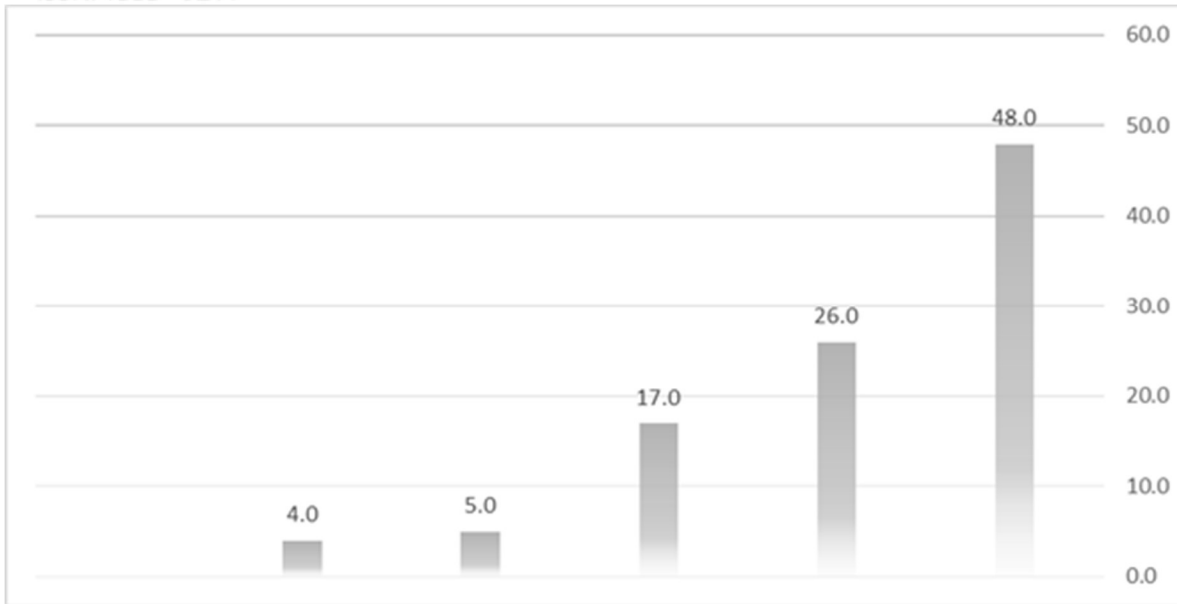
Figure 2: Participation of the team's leader in decision-making.

Source: own calculation

Figure 2: The data demonstrates on an average, 46% of employees are involved in their leader's decision-making, with 17% being highly, 1% being highly, 18% being low, and 4% being extremely low.

Figure 3: The impact of decision-making involvement on employee commitment.

Source: own calculation



Source: own calculation

Figure 3: Demonstrates that employee’s involvement in decision-making has an impact on employee commitment to the extent of 48% very strongly, 26% highly, 17% on average, 5% on low, and 4% on extremely low.

7. MULTIPLE REGRESSION

The relationship between employee happiness (the relying variable) and involvement (the independent variable) is demonstrated using multiple regression (unrelated variable)

Table 3: A Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.720	.518	.499	2.67418

Source: own calculation

Verify the physical preparedness of our model. Similarly, the model's R Square value of 0.518, which indicates that 52% of the variance in the dependent variable (job satisfaction) is explained by the independent variable, is sufficient. For a validity assessment of the model, we look through the remaining tables. Verify the physical preparedness of our model. Similarly, the model's R Square value of 0.518, which indicates that 52% of the variance in the dependent variable (job satisfaction) is explained by the independent variable, is sufficient. For a validity assessment of the model, we look through the remaining tables.

Table 4: Analysis of variance

Model 1	Sum of squares	Df	Mean square	F	Sig.
Regression	939.422	5	187.884	26.273	.0000
Residual	872.453	122	7.151		
Total	1811.875	127			

Table 4: Because the p value is less than 0.05, supports the validity of our model. Deny the null hypothesis as well.

Table 5: Correlations between variables

Model 1	unreliable coefficients		Consistent coefficients	T	Sig.
	B	Std. error	Beta		
Constant	-. 887	1. 888		-. 470	. 639
EC	. 221	. 121	. 143	1. 818	. 017
LB	. 341	. 126	. 208	2. 719	. 008
OS	. 738	. 158	. 403	4. 669	. 000
EL	. 091	. 118	. 071	. 774	. 441
WP	. 425	. 105	. 281	4. 052	. 000

It demonstrates that there is a correlation between job satisfaction and employee commitment, with a one-unit increase in employee commitment raising job satisfaction by 0.221 units. Additionally, Leadership behavior and job satisfaction are highly correlated, with job satisfaction rising by 0.341 units for every unit higher in leadership behavior. Additionally, there is a correlation between job happiness and organizational structure that is positive. Job satisfaction will rise by 0.738 units for every unit that organizational structure is advanced.

The workplace and job happiness have a beneficial association as well. Job satisfaction will rise by 0.425 units for every unit the workplace is improved. However, there is no discernible connection between education level and work happiness. The responses of bank employees indicate that participation in decision-making is not influenced by educational level. In the event that all independent variables are zero, job satisfaction will fall to -0.887 because our 0 is negative.

8. Conclusion

The study found a relationship between employee decision-making and job satisfaction, with independent variables accounting for 52% of the dependent variables (job satisfaction). With a modest p value of 0.05 (p 0.05), we may rule out the null hypothesis and accept the alternative hypothesis that there is a positive correlation between work satisfaction and staff members' involvement in decision-making. The fact that the dependent variable (work satisfaction) and the independent variable (participative decision making) have a high correlation suggests that Infosys employees highly value this process and that we may increase their job satisfaction by including them in decision-making.

The initial goal was to investigate how employee involvement in decision-making affects employee happiness. Based on the results, it can be deduced that 85% of respondents said that there is a favorable association. Additionally, the model's results also show that employee participation in decision-making has a positive impact on employee satisfaction. According to

survey results asking employees if they collaborated on decisions with their supervisor, 46% of respondents said they did.

9. Recommendations

Considering the results of the current investigation, the following recommendations are made:

In order to improve job satisfaction, this study suggests that firms raise employee awareness of involvement initiatives especially when making decisions. They should also assist the execution of a full participation program in order to increase employee awareness of engagement and job satisfaction. Employees should be able to share their thoughts openly and without worrying about being rejected by the organization.

Workers do the essential operational duties and have more knowledge of operational activities, thus managers need to expand their involvement in decision-making. Indicators of employee satisfaction with participation in decision-making were studied in this study. However, due to their low beta values, several indicators require improvement. Therefore, additional research is required to test factors in other contexts for comparison.

For more accurate results, only one company (Infosys) was used for this investigation. To get more precise results, more research might be done in a variety of private and governmental organizations.

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