

## **The Effect of Participative Decision Making on Job Satisfaction of the Employees of Manufacturing Companies in Coimbatore**

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### **ABSTRACT**

The study is concerned with assessment on the effect of participative decision making on job satisfaction in case of manufacturing companies in Coimbatore. The main objective of the study is to assess the effect of participative decision making on job satisfaction. The relevant data of the study collected from primary source of data. Primary data were collected through close ended questionnaire and interview. This study involves 275 samples of respondents. The questionnaire was distributed to the sample of respondents, which are selected using multi stage sampling. The study was described in qualitative and quantitative terms. The data collected from the questionnaire was analyzed by using descriptive statistical tools such as mean, standard deviation and regression analysis. The results obtained from the analysis showed that, majority of employees participate in decision making process and majority of employees are satisfied with the current decision making process of the companies. With regard to regression analysis all variables have significance and positive relation with job satisfaction. Finally the researcher recommended that manager of the organization should recognize its employees as a power full engine that could drive the organization in to desirable and profitable direction and they have to consider employees satisfaction regarding their job. The study would contribute to current knowledge regarding effect of participative decision making on job satisfaction which participative decision have a positive significant effect on job satisfaction

### **I. INTRODUCTION**

Participation in decision making (PDM) is one of the significant current Organizational-related factors. PDM is defined as “*the art of sharing decision making with others to achieve organizational objectives*” (TingKee, 2012 as cited in Brenda Scott-Ladd et al., 2006). Shlomo Mizrahi (2002) researches that PDM will lead in Employers and employees’ co-determination rights and increase employees job Security, thus employees will have longer-run perspective on firms' decisions. Series of researches form John L.Cotton et al., (1988), L.A Witt et al., (2000), and Ismail Bakan et al., (2004) also indicate that PDM able to significantly increase the employees’ work outcomes, like job satisfaction and commitment of employees to their organizations. PDM satisfies high-order needs of employee, such as a sense of achievement, respect, self-esteem, and influence.

Decision making is a daily activity for any human being. There is no exception about that. When it comes to business organizations, decision making is a habit and a

process as well. Effective and successful decisions make profit to the company and unsuccessful ones make losses. Therefore, participative decision making process is the most significant in any organization in order to be successful and effective (Eisenfuhr F., 2011).

In this era of competitive world, achievement of any organization extremely depends on its human resource. Manufacturing companies are no exclusion to this. The employees are valuable assets to the organization. If they are highly satisfied they produce more and it is profitable for the organization. In this competitive environment, it is essential to know the employees views toward their job and to measure the level of satisfaction with diverse techniques and method (Susan J. Linz, Anastasia Semykina, 2010).

Throughout the years, the role of work has been evolved and the composition of the workforce has changed. Today, work still is a necessity but it should be a source of personal satisfaction as well. One of the vehicles to help provide attainment of personal and professional goals is work-life benefits and programs. Nowadays, with the aid of organizational resources, managers attempt to increase the productivity of their organizations as well as their employees. It is important to note that, among organizational resources, human resource is known as one of the most important one. Thus, taking into consideration the importance of human resources, it is urgent to pay attention to factors improving human resources' satisfaction & performance. People should choose a job to provide good life for themselves and their families. Job is considered as a tool which helps people to reach their aims. But, the important issue is that whether a person is satisfied with his/her job.

Moreover, the role of work has been changed throughout the world due to economic conditions and social demand (Burke, 2000).

Employees are the most valuable internal resources of the organization because they are organization life blood. They provide skills, knowledge and driver that create, maintain and advance organizations. Employees play an important role on the organizations success. To be successful, an organization must attract and keep the individuals participative in decision making and it needs to achieve its objectives. To do this it must assess their attitude towards the work or job satisfaction. Among the most measurement of attitude towards work/job satisfaction in the organizational sustainability are highly interrelated because any organization can be sustainable if its employees give effective response to their job. To get job satisfied employees, effect of participatory decision making is high due to greater Poole of knowledge, different perspectives greater intellectual capacity and increased acceptance and so on. (Cliffered, 2000)

Due to the increased complexity of many problems in decision making it requires specialized knowledge in numerous fields, usually not overcome by one person. When employees are satisfied an organizational sustainability and successfulness continuous normally (Ltahans, 2005).

However, most of the time employees are not satisfied with their work. One of the most complain everywhere is manager's decision making style such as more centralized and autocratic type therefore participatory decision making should provide an endless work for employees to manufacturing companies without incurring additional cost. Today there is a greater emphasis on participatory management. Participation (or participatory management), employee involvement in decision making, encourage the involvement of employees at all levels of an organization in analysis of problems, development of strategies and implementation of solutions (Helms, 2006).

In tracing the back ground of this concept of participative in decision making one can infer that, it to be a house holds in many countries of the world. Japans success in the business is attributed to employee's participation. Decision making is shared at all levels of management. it is observed that decision making in japans firms are focused on defining solutions .Thus all levels of the organization involved in this process. In other developed countries like Britain, Yugoslavia and Germany participatory management is popular.

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In Africa participatory management has come along away. In the case of Nigeria military government decided to democratize industrial ownership. This is to ensure that workers have sense of belonging in their respective organizations (Ezzenya N., 2011).

According to Marco A., (2016) in Ethiopia job satisfaction of employees is very important for the success of manufacturing companies and employees satisfaction. In India participative decision making is well practised. Training employees in new techniques and imparting new ideas helps to increase their job satisfaction. On the other hand if employees are dissatisfied with their jobs, they are thought to be less productive and more prone to absenteeism and turn over.

Though the companies practise participative decion making the effect of such practises have not been well explored by the scholars yet.

Therefore, this study investigates the effect of participative decision making on job satisfaction among the employees of the manufacturing companies in Coimbatore.

### **Statement of the Problem**

Participatory decision making is a type of decision making, it involves employees in various form of decision making activities. Decision making is mainly used by administers to motivate the employee, to make them creative, to have greater pool of knowledge and skill, to share or shrink risk of different level and to achieve the goal of the organizations. In a globalizing world due to the absence of participatory decision making the value of the employees is not well recognized as a better mechanism for enhancing` job satisfaction of employees on the work area. Today there is a larger importance on participatory management. Participation decision-making or employee involvement in decision making encourages the involvement of employees at all levels of

an organization in analysis of problems, development of strategies and implementation of solutions (Florence K. 2011)

Because of limited/lack of participation in decision making the employees feel uncomforted on the overall process of the organization and some of the problems are absenteeism, employee's turnover and dissatisfaction on the job, less committed towards their job, rigidity and increase customer compliant (Helms, 2006).

There were different factors identified by different researchers which affect job satisfaction of employees either positively or negatively. Some researchers have conducted on the relationship between participative decision making on job satisfaction, For instance, Balogun A. (2017) has conducted a study regarding the levels of participation in decision making as correlates of job satisfaction & morale of teachers in the case of public senior secondary schools Delta state, Florence K. (2011) has also conducted a study regarding The Relationship between Participation in Decision Making and Job Satisfaction among Academic Staff in the School of Business, University of Nairobi. Achyut G. (2017) has undertaking a study concerning on the impact of employee participation on job satisfaction, employee fairness perception & organizational commitments in the case of Nepalese commercial banks.

However, the study was attempted to analyze the effect of participatory decision *making on job* satisfaction. Apart from this most of the studies focused on service sectors, such as secondary schools, banks, public sectors, universities and other service providers. The study was focused on the effect of participative decision making on job satisfaction in the case of manufacturing companies in Coimbatore.

## **Objectives**

1. To examine the decision making process being applied in the companies.
2. To evaluate the participation of employees in the decision making process.
3. To determine the level of employee satisfaction with regards to decision making.
4. To evaluate the effect of participative decision making on job satisfaction.

## **II. LITRETURE REVIEW**

According to Ayman A. (2011), the word 'involve' is defined as the cause to participate in an activity or situation. Employee involvement can be defined as the actual participation of an employee in the decision making process in an organization. Some authors distinguish between employee involvement and job involvement. They have defined job involvement as the degree to which a person identified the importance of his job to his self-image .From this definition, it can be inferred that job involvement focuses on the attachment employees have to their jobs. However, employee involvement refers to the extent to which employees are informed and whether or not they can influence new decisions. The concept of employee involvement has three main elements: influence, interaction and sharing information with employees.

In addition, having autonomy over work is also considered as employee involvement, since it gives an employee the ability to influence how he does his work, the pace of his work, the order in which he carries out tasks and when he conducts his work. Moreover, the term employee participation has been used by many authors to indicate employee involvement, since it refers to the same concept. For example, employees' participation in trade unions through representatives is one type of employee participation which is also an employee involvement approach. Furthermore, some authors combine both involvement and participation to indicate employee involvement, and the term 'employee involvement and participation' employee involvement is used when referring to the sharing of information in the organization and participation in the decision making. Despite the differences between authors regarding employee involvement terminology, the majority agree that sharing information and participation in the decision making process are the core of employee involvement. The concept of Employee involvement in this research covers employee participation in the decision making process and its effect on job satisfaction. Different methods are used to increase job satisfaction within organizations. Interestingly, Employee involvement is found to be among the top practices that have positive effects on employee satisfaction.

According to Campbell SL, (2004) describes that characteristics and relationship of organizational structure and job satisfaction. A significant relationship was found between organizational structure variables and job satisfaction for employees work environments in which supervisors and subordinates consult together concerning job tasks and decisions, and in which individuals are involved with peers in decision making and task definition, are positively related to job satisfaction. That support participative decision making and enhance job satisfaction, critical to retaining and attracting a well-qualified workforce (Employees).

According to Samuel P. (2014), Human Resource Management policies of the organization relate to how the organization wants to handle key aspects of people management. They are guides to management thinking and are used by management to achieve organizational human resource objectives. policies should be able to keep the right balance among organizational staff, build moral, improve quality, develop teams and productivity through rewarding employees, promoting and developing them for effective organizational performance and to enhance job satisfaction. In this way, they promote positive work attitudes and behavior among employees. Job satisfaction on the other hand, is the positive emotional state resulting from an employee's job experience. It involves people's attitudes, feelings or thoughts towards their organization, work, and workers.

According to Babak N. (2012), Participative leadership is well defined as producing decision making through motivating and encouraging employees join in making importance decisions or at least all of those employees will share influence indecision making.

Participative leadership involved “managing the group meetings, influencing commitment and conformity, and assisting in conflict and communication issues. Motivated employees usually believe that they are doing something worthwhile and they believe that their participation is valued (group members depend on them and listen to their ideas) Thus, participative leadership style focuses on the intrinsic motivation of followers by enriching subordinates jobs through autonomy, variety and empowerment. (Hackman & Johansson, 2004)

According to Theresa, (2012) there is positive relationship between job satisfaction and performance of employees. Job satisfaction is an attitude towards job, in other words job Satisfaction is an affective or emotional response toward various facets of one’s job. A person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job. Job satisfaction is a result of employees’ perception of how well their job provides those things which are viewed as important. Job satisfaction is also defined as reintegration of effects produced by individual’s perception of fulfillment of his needs in relation to his work and the surrounding.

Furthermore, Job satisfaction represents a complex collection of cognition, emotion and tendencies. There is no definite way of measuring job satisfaction, but there are varieties of ways to identify when an employee is satisfied or dissatisfied with his or her job. A questionnaire can be used to measure job satisfaction, in this method, it measures the satisfaction with the different dimensions or facets of the job by the employee and sum of all satisfactions scores will be taken as the overall job satisfaction. Attainment of a high level performance through productivity and efficiency has always been an organization’s goal of high priority. In order to do that, highly satisfied work force is an absolute necessity, but when employees feel dissatisfied with the nature of job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of job they do could pose a threat to the overall performance of the organization. A dissatisfied employee tends to have a low morale towards the job and when employees’ morale to the job is low, their performance could be affected.

According to Nmadu (2013), performance is measured in terms of productivity, job satisfaction, turnover and absenteeism.”Moreover, authors agreed that when conceptualizing employee’s performance one has to differentiate between an action (behavioral) aspect and an outcome aspect of employee’s performance. The behavioral aspect refers to what an individual does in the work situation. Moreover, only actions which can be scaled, i.e., measured, are considered to constitute employees performance. Several positive outcomes of job satisfaction have been observed which eventually leads to employees’ intent to stay with the organization. Employee satisfaction has been found to be positively related to the intent to remain with the company and negatively related to intention to quit and turnover.

Leadership and job satisfaction Job satisfaction generally defined as “a person’s evaluation of his or her job and work context” (McShane ,2004). Since many

organizational behavior scholars have argued the relationship between job satisfaction and job performance, job satisfaction has been a subject of empirical research for many years because Even though there is some disagreement between scholars about this relationship most scholars believe that job satisfaction and job performance are positively related . Job satisfaction is a subjective matter and various factors such as pay, communication feedback, motivation, coworker relations, supervision style, leadership and many more can have a significant impact on it. Through the past decades many scholars have analyzed the effect of each of these factors on job satisfaction.

According to Watson (2009) argues that even though factors such as pay and benefits are initially important, the most important determinant factor impacting continued job satisfaction is the positive relationship between employees and leaders (Wagner, 2006).

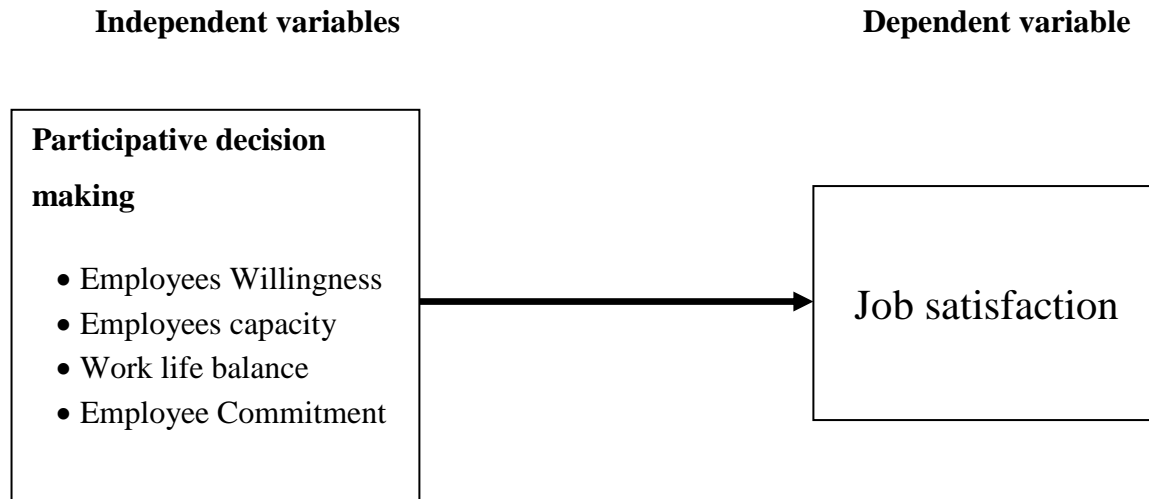
According to Miles and Mangold (2002) job satisfaction is facilitated by leader's effective supervisory interaction with followers. Once employees feel that the work environment is safe, their job is secure and the pay is adequate, the relationships among peers and leaders affect job satisfaction and organizational commitment to a larger degree.

According to Abdurrahman E., (2012) Managerial support for employees plays an important role in organizational effectiveness. Both nonprofit and for profit organizations need effective managers or leaders to motivate employees .Employees see the managers who evaluate their performance and report to higher level management as representatives of the organization. As a result, employees perceive the support from their managers as organizational support .Employees who consider their manager to be qualified, trustworthy, and whose managerial style they like are more inclined to share the organization's values and objectives, and to value the organization. Managers with a democratic management style involve employees in the decision-making process and as a result employees show better performance. Research shows that there is a linear positive relationship between managerial support and organizational commitment: the higher the level of organizational support that employees feel they receive, the higher their levels of job satisfaction and organizational commitment. Conversely, lower levels of managerial support reduce organizational commitment and cause lower levels of job satisfaction and performance and higher levels of turnover, absenteeism, and stress (Shanock and Eisenberger, 2006). Bureaucratic organizations, in which managerial support is by definition low, have relatively low levels of employee commitment and low level of job satisfaction.

### **Conceptual Frame Work**

In this conceptual frame work, the major variables are factors that affect job satisfaction. Employee involvement, organizational support, managerial support and leadership support were the independent variables which were the major factors that affect job satisfaction & relates with participative decision making. Several authors have determined different factors that affect job satisfaction, which should be considered as

independent variables. But the researcher believes that all the variables stated by different scholars fall under the independent variables which are already stated above by the researcher.



### III. METHODOLOGY

The study used cross sectional design specifically descriptive method in order to describe the study in qualitative and quantitative terms. Its purpose was to examine the effect of Participative decision making on job satisfaction. Descriptive research design involves querying the selected population about a certain issue and allows the researcher to collect information on the actual state of the phenomenon at the time of the study (Musungu & Nasongo, 2008).

The study was employed qualitative and quantitative research approach; particularly descriptive sample survey was selected for the appropriateness with cross sectional of the study. After the data was obtained from questionnaire and interview the research were analyzed using descriptive stastical tools and regression method. The target population of the study was Permanent employees of the companies. The research was used only primary data sources. The primary data was collected using survey questionnaire, and interview from the concerned bodies (permanent employees and the manager of the selected factories).

The total number of population in the study was accounted to 869. from this the number of male employees were 477 and the number of female population accounts to 392. The target population of the study was employees yje employees of the manufacturing companies in Coimbatore area



## IV. DISCUSSIONS

### Analysis of Demographic Characteristics

The first part of the questionnaire solicited the respondents about their general demographic data (work place, sex, age, level of education and service year of respondents). Accordingly the response of the respondents is depicted on the table 1

**Table 1 Demographic characteristic of respondents**

S.No.	Variables		Frequency	Percent	Valid percent	Cumulative percent
1	Sex	Male	133	48.4	50.6	50.6
		Female	130	47.3	49.4	100.0
		<b>Total</b>	<b>263</b>	<b>95.6</b>	<b>100.0</b>	
2	Age	20-25yrs	87	31.6	33.1	33.1
		26-30yrs	104	37.8	39.5	72.6
		31-35	38	13.8	14.4	87.1
		36 & above	34	12.4	12.9	100.0
		<b>Total</b>	<b>263</b>	<b>95.6</b>	<b>100.0</b>	
3	Level of education	Certificate	48	17.5	18.3	18.3
		Diploma	119	43.3	45.2	98.1
		Degree	91	33.1	34.6	52.9
		Masters & above	5	1.8	1.9	100.0
		<b>Total</b>	<b>263</b>	<b>95.6</b>	<b>100.0</b>	
4	Service year of respondents	0-5yrs	132	48.0	50.2	50.2
		6-10yrs	93	33.8	35.4	85.6
		11-15yrs	14	5.1	5.3	90.9
		Above 15yrs	24	8.7	9.1	100.0
		<b>Total</b>	<b>263</b>	<b>95.6</b>	<b>100.0</b>	

Source, own questionnaire; 2019

Based on the response obtained, as shown in the above table 1. Most of the respondents has more of male employees 133 (48.4%) then female employees 130(43.3%). From this data, the researcher can easily observe that most of the organization employees are males. This finding Indicated that there is insignificant variation among the two genders and that the companies give equal employment opportunity for the employees.

According to the above table the age of respondents 87(31.6%) and 104(37.8%) are 20-25 and 26-30 respectively. From age 31-35 and 36 & above number of respondents are 38 (13.8%) and 34(12.4%) respectively. It indicates that majority of employees are in the age of productive. From this result the researcher conclude that most of the respondents are aged above 26. One can see, most of the time companies prefer to take into consideration the maturity level of the given individual in addition to his/her

knowledge and potential to provide some status. To this end, individuals aged above 26 are better at solving problems faced by the organizations systematically.

### **Employee involvement in participative decision making**

In this section, the researcher sought the respondents' perception in regards to the various form of employee willingness, capacities and other practices to participate in decision making practices in the organization. Respondents were required to show the level of agreement to the statements related to employee involvement which were in a Likert scale of between of 1 to 5: (1: Strongly Disagree; 2: Disagree; 3: Neutral; 4: Agree; and 5: Strongly). The scores were calculated to mean scores which were Interpreted as 4.5 - 5.0 strongly agree; 3.4 - 4.4 agree; 2.5 - 3.4 neutral; 1.5 - 2.4 disagree; and 1- 1.4 strongly disagree (Ambani K., 2016). Participation in decision making is defined as sharing the decision making process in order to achieve organizational objectives (Robinson, 2004). Individuals feel a sense of belongingness to the organization when they are allowed to make suggestions and participate in decision making process. Participatory decision-making can have a wide array of organizational benefits. That PDM may have positively impact on the following: Such as Job satisfaction, Organizational commitment, perceived organizational support, Organizational citizenship behavior, Labor-management relations, Job performance and organizational performance And Organizational profitably, sharing decision-making with other employees, participants may eventually achieve organization objectives that influence them. In this process, PDM can be used as a tool that may enhance relationships in the organization, increase employee work incentives, and increase the rate of information circulation across the organization.

### **Employees Willingness to participate**

Employee interest and willingness have its own impact to involve in decision making process that means if employees are willing and have interest to participate in decision making they became responsible for their work. They can be alert about the ongoing issue, practice and activities by which they can achieve the overall goal of the companies

**Table 2 Employees Willingness to participate**

<b>S.No.</b>	<b>Variables</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
1	Employees interesting to create solution for organizational goals	3.95	.049	.797
2	Employees are willing to participate in setting the goals and objectives concerning their job	4.04	.043	.703

Source own questionnaire, 2019

The above table shows that respondents replied with a mean of 3.95 that they are willing to participate in setting goals and objectives concerning their job and they are interested to participate in decision making and the standard deviation shows that 0.49 which means the collected data has consistency with the respondents (low variation). This implies that the employees are interested and willing to involve in decision making process in the organizations in return when they become interested and willing the companies can have good opportunities (valuable information's) so as to decide good decision in the organization and achieve its objective and goal. So, the companies ought to assure consistent these practices in the organization.

### Employee capacity to participate in decision making

Employee's capacity is all about the specific ability which can be measured in quantity and level of quality over an extended period of time. Employee capacity directly affects employee moral & performance. This performance enables them to actively participate in decision making process. When the employees have good experience & capacity, know how about their job it enables them to participate on decision making.

**Table 3 Employee capacity to participate in decision making**

S.No.	Variables	N	Mean	Std. Deviation	Variance
		Statistic	Statistic	Std. Error	Statistic
1	The employees are well experienced and have the capacity to make decisions at operational level	263	3.78	.051	.824
2	The Employees have the capacity to understand the facts involved in decision making process	263	3.80	.050	.814
3	The employees learn new skill that will enable them to make decisions	263	3.76	.057	.917
4	Employees are encouraged to come up with new things	263	3.80	.057	.932

Source own questionnaire, 2019

### Work life balance

Increase in working hours increases the workload, which negatively affects the job satisfaction of the employees. This leads to less organizational commitment and decreases job satisfaction organizational factors such as work overload and working conditions were negatively related with job satisfaction Duxbury and Higgins (2001).

**Table 4 Work life balance**

S.No.	Variables	N	Mean	Std. Deviation
1	The employees current job allows to involve in decision making because they have enough time	263	2.27	.072
2	Employees have not a time to involve in decision making as a result of workload	263	3.60	.065

Source own questionnaire; 2019

Based on the above table 3 majority of the respondents replied that employees current job don't allow to involve in decision making as indicated by a mean of 2.27(0.72) and 3.60(0.065) respectively.

This indicates that employees don't have a time to involve in the decision making process since participative decision making is a time consuming activity employees need time to involve in decisions but if they don't have time this leads to less organizational commitment and decrease job satisfaction of employees. Generally work overload negatively affect employees involvement in decisions and decision making process so, the managers of the companies should have to minimize work overload by recruiting additional work force if it is possible or it is better to arrange the schedules in order to create opportunity to participate in the decision making process of the companies .The result of this study is supported by the findings of the research that was conducted by Filimon R., (2015) in his finding work overload leads to decrease satisfaction and low involvement in decisions.

### Employee Commitment

Involving employees in decisions and policy changes that directly affect their job, while empowering employees to be more autonomous, greatly improves morale at large. When employees are treated as an asset and their input is given consideration, confidence increases among every member, and the company sees significant gains in different facets such as productivity, commitment and loyalty.

**Table 5 Employee Commitment**

S.No.	Variables	N	Mean	Std. Deviation	Variance
1	Employees have good commitment towards organizational goals	263	4.10	.038	.619
2	The employees are loyal to the organization & committed towards the	263	3.86	.053	.857

	decisions hence they involve in decision making process.				
3	There is harmonious relationship among employees which helps them in decision making process	263	3.86	.043	.702
4	Employees are responsible for implementing the decisions at the lower level	263	3.77	.053	.867

Source, own questionnaire; 2019

In the above table the finding indicates that majority of the respondents expressed high level of agreement in regard to employees commitment as indicated by 4.10(0.38) and 3.86(0.53) respectively. And there is harmonious relationship among employees which helps them in decision making process as indicated by a mean of 3.86(0.43). The finding also indicates that majority of the respondents are responsible decisions at lower level.

This implies majority of the employees are good commitment to involve(participating) in the decisions and decision making process of the organization and if there is harmonious relationship among employees this leads to participate in decision making and to share their ideas which help them to make good decisions. This finding supported by the research conducted by Florence (2011) in his finding if there is good relationship among employees it enhance the level of employee involvement and leads to high commitment towards organizational goals and objectives.

### Employees Job satisfaction

Job satisfaction is all about how one feels about (or towards) one's job. An Employee who expresses satisfaction is said to have a positive attitude towards the Job, unlike a dissatisfied employee who has a negative attitude towards the job (Gankar S., 2002).

**Table 6 Employees Job satisfaction**

S.No.	Variables	N	Mean	Std. Deviation	Variance
1	I feel very positive and favorable about my job.	263	3.88	.056	.904
2	I am generally satisfied with the kind of work I do on this job.	263	3.75	.054	.871
3	my organization is a good place to work	263	3.86	.053	.854
4	I regularly receive recognition or praise for doing good work	263	2.19	.071	1.158
5	I am satisfied with career opportunities available to me & chances for salary incensement	263	3.73	.063	1.021

Source, own questionnaire 2019

This result implies that majority of the respondents are satisfied with the current job in the organization. But employees are dissatisfied in regard to recognition or praise given to them while they are doing best on their job. Even though employees are satisfied regarding their job if there is not recognition or praise they became dissatisfied so the organization should have to create opportunity regarding recognition and praise while they are doing best on their objective. According to Ting K., (2012) in his finding participative decision making have apposite effect on job satisfaction. So, participative decision making plays important role on job satisfaction.

### The effect of participative decion making on Job satisfaction

To measure the effect of PDM on job satisfaction Employees Willingness, Employees capacity, Work life balance and the Employee Commitment are considered as independent variable.

R-Squared = 0.4630  
 Adj R-squared = 0.4547  
 Number of observation = 263

**Table 7 The effect of participative decision making on Job satisfaction**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-37.905	23.430		-1.618	.107
Employees' Willingness	.738	.280	.143	2.640	.009
Employees' capacity	1.612	.319	.283	5.047	.000
Work life balance	.722	.248	.156	2.908	.004
Employees' Commitment	1.762	.310	.310	5.686	.000

Based on the above regression analysis 7 the model is adequate since the P-value of the model is significant at less than 1 percent. The finding from the above table showed that  $R^2$  of the model is 46.30%. This means 46.30% of all independent variables have significant impact on the dependent variable (i.e. job satisfaction) or that means the total variation of job satisfaction Explained by the total variation 46.30 % by participative decision makingsince  $R^2$  is greater than 20% it is large enough for reliable conclusions (Calser F., 2010). The remaining 54 % the change is explained by other variables which are not included in this study model.

### V. CONCLUSION

Based on the findings of the research made it can be concluded as employees of the organization had willingness to involve in decision making process concerning their job and they are well experienced, interested and also the employees have the capacity to

understand the facts involved in decision making process in addition to this employees have good commitment towards the organizational goals and loyal to the organization hence they involve in decision making process. However, majority of employees haven't enough time to involve in decision-making that means employee's current job doesn't allowed to involve in decision-making process this is because of work overload.

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