



MANAGING JOB RELATED ATTITUDES THROUGH EMPLOYEE PARTICIPATION: AN EMPIRICAL ANALYSIS

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ABSTRACT

Employees Participation in decision making is one of the strong mechanisms to foster industrial democracy in organization. In majority of the research studies, public sector undertaking has been centralized henceforth; this study was conducted on employee participation and its impact on job related attitudes i.e. job involvement and job satisfaction in top leading IT firms located at Delhi/NCR. The results indicated that there is a significant difference between employee participation and job involvement and job satisfaction which means participated employees show more involvement and satisfaction towards the job which ultimately influences motivation, morale, performance and productivity in top leading IT firms.

Keywords: Employee Participation, Job Involvement, Job Satisfaction, Indian IT Firms, Employee Performance.

INTRODUCTION

Employees Participation in decision making is one of the strong mechanism to foster industrial democracy in organization. Employee Participation represents strong, fair and equal participation of employees in the decision making of the organization. It instills in workers a sense of importance and they feel as an integral part of the organization. Employee participation had been studied in relation to various employee attitude and organizational outcomes like commitment, satisfaction, productivity and performance but not much literature is available on its linkage with job satisfaction and job involvement in context to Indian IT Sector. Hence, this study has been undertaken to serve this gap. Indian IT sector is

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consistently evolving and rigorously innovating to emerge as the hub for digital solutions. IT sector in India has gained due importance in the present globally competitive scenario. India has become the digital capabilities hub of the world with around 75 per cent of global digital talent present in the country (**IBEF Report, 2018**). The various studies reveal that participation eliminates the hierarchical inequalities among the employees (**Locke and Schweiger, 1979; Wagner, 1994**). Open and transparent environment of an organization gives birth to lot of innovative ideas and innovation itself stems from factors like autonomy and freedom. Employees feel motivated and persuaded in those organizations which have participative culture. Research on employees' participation has always been attention seeking from both industry and academia point of view. **Durant et al. (2006)** studied the association of participative management with decision making and they revealed that participation in decision making leads to effective decisions. Employee participation is majorly divided in to two forms direct and indirect. Direct participation comprises of team briefings, suggestion schemes, teamwork, quality circles and total quality management (**Markey, 2001**). Indirect participation involves works councils, collective bargaining, joint consultation committees and representation on board of directors. Hence, it may be concluded that employee participation involves joint decision making between management and employees may be directly or indirectly. Employees who takes joint decisions along with the management feel more secure in their jobs which results in greater motivation for work, increases loyalty and feel more proud to work for the organization (**Verplanken & Holland 2002; Irawanto, 2015**)

Researchers have identified that direct participation have a positive impact on employee job-related attitudes as turnover and absenteeism rate get reduced and product quality and productivity of employees enhances over a period of time. Some other studies have unveiled that employee participation positively influences the employee affective commitment which further enhances performance of an employee (**Ladd & Marshall, 2004; Torka, Schyns, & Looise, 2010; Appelbaum et al., 2013**). **Saha & Kumar (2017)** found that employee participation and job satisfaction had a significant and positive correlation. Another study conducted by **Ornoy (2010)** opined that participation of employees in decision making enhances within them the value of the organization and they take it as a positive opportunity

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from the organization to prove their worth. In addition to job satisfaction, Job Involvement have been closely studied by researchers as curiosity and positive attitude towards the job results in more job effort which subsequently reduces the costs (**Heidari & Moradi, 2011**). The availability of human resources in the present dynamic scenario is largely affected by job involvement (**Liao & Lee, 2009**).

Job satisfaction an important work related attitude have been extensively researched across the organizations. Many researchers have given various definitions on Job satisfaction. **Rainey (2009)** defined Job Satisfaction as “how an individual feel about his or her job and various aspects of it usually in the sense of how favorable—how positive or negative—those feelings are”. **Kim (2005)** conceptualized it as an “affective or emotional response toward various facets of one’s job”. Since its origin Job satisfaction have been frequently studied by researchers in context to various HR practices. **Wright & Kim (2004)** investigated the influence of employee participation on the satisfaction of public sector employees and they revealed that participative decision making had a significant positive effect on performance feedback, task significance, and career development support. Further, **Bhatti and Qureshi (2007)** found positive and significant linkage between employee participation and job satisfaction. **Rainey (2009)** analyzed the correlation of job satisfaction with numerous important aspects like individual characteristics, job design, job characteristics, external factors like pay, promotion, and job security, and finally with employees’ behaviors like absenteeism, turnover intentions, and the turnover rate. Though being a Meta analytic study this research was limited to public sector organization and evidence on the direction and intensity of the correlation between job satisfaction and other attributes was quite inconsistent. Another meta analytic study conducted by **Cantarelli (2015)** evaluated job satisfaction and its correlates but the research was focused on Public sector organizations and paved a way for researching job satisfaction in private organizations.

Job Involvement, another construct of the study has attracted both industry and researchers. Of late, its significance has been increased as it provides link between productivity on the one hand and employees need and quality of working life on the other hand. The importance of Job involvement lies in the fact that people feel energized and revitalized due to their work

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and evolve themselves mentally as well as emotionally into their work (Chris, 1964; Levinson, 1976). Job involvement has been defined as “the internalization of value about the goodness of work or the importance of works in the worth of the person, and perhaps it thus measures the ease with which the person can be further socialized by an organization.” (Lodahl & Kejner, 1965). Brown (1996) comprehensively studied the Job involvement where various antecedents of Job involvement had been examined. Employee participation was identified under supervisory behaviors as one of the antecedent. The available literature shows that there is a dearth of research studies which have empirically tested the relationship of employee participation and job involvement. In majority of the research studies, public sector undertaking has been centralized henceforth, huge scope is available to study the relationship of employee participation and job satisfaction in private sector specially in context to Indian IT Sector.

RESEARCH METHODOLOGY:

Research design:

The research is designed to be a descriptive as well as exploratory one, as the research is supposed to be about finding the facts and drawing the conclusions based on that and exploring something new to some extent. The present research aimed at studying intensively the effect of levels of employee participation on two work related attitudes i.e. job involvement and job satisfaction of employees working in IT firms. Since job involvement and job satisfaction is function of certain psychological processes, it has been treated as dependent variable in this study, while employee participation has been treated as independent variable whose influence has been studied on job involvement and job satisfaction. The cause and effect relationship in the study has been determined by the 2 x 2 factorial designs and hence two levels – High & Low – of the independent (Involvement level) variable have been taken.

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Data Collection:

The data collected for the purpose of the study was primary and secondary both. The primary data used for the study was collected through standard questionnaires developed by different experts. The tool used for the study of employee participation is Psychological Participation Index build by **A.P. Singh and D.M. Pestongee (1978)** consist of 15 elements. The questionnaire used for the study of dependent variable is job involvement scale by **Singh & Kapoor (1978)** and Job Satisfaction scale by **By B.L. Dubey (1989)**.

Universe:

The universe for the study consist of employees working in the various branches of leading IT companies at Delhi/NCR.

Sample size:

The sample size considered for the study includes 300 employees working in leading IT companies at Delhi/NCR. For the purpose of this study the top four IT companies namely TCS, Infosys, Wipro and HCL Tech have been selected on the basis of Market Capitalization Rate. For the selection of employees working in IT firms stratified random sampling was used, where the whole Delhi/NCR Region was divided into four strata viz., NCT (National Capital Territory) Delhi, Uttar Pradesh, Haryana & Rajasthan. Further, a list of all the offices of the selected IT companies was drawn and random sampling was applied and the same criteria was adopted for the selection of the respondents.

OBJECTIVES OF THE STUDY

1. To ascertain the relationship between employee participation and job involvement in Indian IT Firms
2. To examine the relationship between employee participation and job satisfaction in Indian IT firms.

HYPOTHESES

1. **H01:** There is no significant difference between the mean score of Employee Participation and Job Involvement in Indian IT firms.



2. **H02:** There is no significant difference between mean score of Employee Participation and Job Satisfaction in Indian IT firms.

DATA ANALYSIS

1. **H01:** There is no significant difference between the mean score of Employee Participation and Job Involvement in Indian IT firms.

Table1: Chi- square test for comparison of Participation Level and Job Involvement in 2x2 fold contingency for Indian IT firms.

LEVELS OF PARTICIPATION	JOB INVOLVEMENT		Total
	High	low	
High	74	64	138
Low	75	87	162
Total	149	151	300

$$X^2 = 1.600$$

$$P = 0.125$$

Chi-square value was calculated to compare the number of high and low Job Involved employees, corresponding to high and low participated groups in (Table no.1). The result obtained was bit surprising as it gave a very small Chi-square value (1.600) which was not found to be significant and indicated towards the independence of the two variables under the study and hence towards the acceptance of null hypothesis. Thus, it can be interpreted from the results that levels of participation and job involvement are independent variables in Indian IT firms.



Further to test whether the difference between the involvements scores of high and low participated groups is statistically significant, the t-test was computed and was found to be significant (**Table 2**). Thus, the study revealed that the employees in the high participated group differ significantly from those in low participated group with regard to Job Involvement, or in other words we can say that high participated employees show better involvement than the low participated employees in Indian IT firms.

Table2: Significance of difference between Mean Score of Employee Participation and Job Involvement in Indian IT firms.

GROUP	N	MEAN	STANDARD DEVIATION	t – static	Significance (p)
High Participation	138	114.33	25.529	4.011	.000 (sig)
Low Participation	162	104.31	15.620		

INFERENCE: Null Hypothesis Rejected

Finally, to conclude another parametric test, named analysis of variance was calculated. The analysis of variance provided a better understanding of the influence of the participation on Job Involvement of the employees in Indian IT firms. The F-ratio value (17.311) was also found to be significant, showed that there is a significant difference between high participated group and low participated group in their level of job involvement. Thus, it can be decided that high participated employees show better involvement than low participated employees in Indian IT firms.



Table3: Analysis of Variance between the Mean score of Employee Participation and Job Involvement in Indian IT firms.

	SUM OF SQUARES	DEGREE OF FREEDOM	MEAN SQUARE	F	SIG. (P)
Between Groups	7468.809	1	7468.809	17.311	.000
Within Groups	128571.271	298	431.447		
Total	136040.080	299			

Thus, our hypothesis i.e. “There is no significant difference between the mean score of employee participation and job involvement in Indian IT firms” was rejected i.e. high participated employees are more involved as compared to low participated employees in top leading IT firms in India.

H02: There is no significant difference between mean score of Employee Participation and Job Satisfaction in Indian IT firms.

Table4: Chi- square test for comparison of Employee Participation Level and Job Satisfaction in 2x2 fold contingency for Indian IT firms.

LEVELS OF PARTICIPATION	JOB SATISFACTION		Total
	High	low	
High	82	56	138
Low	42	120	162
Total	124	176	300

$\chi^2 = 34.477$

P = 0.000



Chi-square test was applied to compare the number of high and low satisfied employees corresponding to high and low participated groups in IT firms was done in **Table no.4**. A high Chi-square value (34.477) indicated the fact that participation and satisfaction were not independent of each other and the observed frequencies in different cells of the table differ significantly which can be justified with the help of P-value which was found to be (.000) significant.

Further, to test whether there is any significant difference between mean satisfaction scores of employees in high & low participated groups; the independent samples t-test was applied in **Table5**. The value of t-static calculated was found to be significant, thus it may be interpreted that the satisfaction scores of employees in the two groups were expected to markedly different enabling one to conclude on the basis of their mean satisfaction scores that the high participated employees usually were more satisfied than low participated employees in Indian IT firms.

Table5: Significance of difference between Mean score of Employee Participation and Job Satisfaction in Indian IT firms.

GROUP	N	MEAN	STANDARD DEVIATION	t – static	Significance (p)
High Participation	138	48.90	17.345	7.017	.000 (sig)
Low Participation	162	38.14	5.243		

INFERENCE: Null Hypothesis Rejected

To further substantiate the results obtained above, analysis of variance was computed. The F-value (56.297) obtained was found to be significant, clearly suggested that the employees in the high and low participated groups showed a significant difference in their levels of

satisfaction. Thus, the result confirms our earlier conclusion that high participated employees are more satisfied than low participated groups in Indian IT firms.

Table6: Analysis of Variance between the Mean Score of Employee Participation and Job Satisfaction in Indian IT firms.

	SUM OF SQUARES	DEGREE OF FREEDOM	MEAN SQUARE	F	SIG. (P)
Between Groups	8622.256	1	8622.256	56.297	.000
Within Groups	45640.314	298	153.155		
Total	54262.570	299			

Thus, our hypothesis i.e. “**There is no significant difference between mean score of Employee Participation and Job Satisfaction in Indian IT firms.**” was rejected thus, it can be concluded that high participation leads to higher satisfaction for the employees of Indian IT firms.

CONCLUSION

It can be inferred from the study that employee participation plays a vital role in enhancing the job satisfaction and job involvement in various leading IT firms. A significant difference between the employee participation and job involvement and job satisfaction was found. So it can be concluded that involvement of employees at various levels in decision making or autonomy at work does effect the job satisfaction and job involvement which ultimately effects the productivity of the employees in the organization. There must be initiatives taken by the IT firms like decisions about their job task, investment decision of the firm. The results of our study are consistent with several previous studies revealed that employee participation had a positive impact on the satisfaction of employee (Pfeffer 1994; Wagner 1994; and

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Verma 1995). Various other research studies were also found to be in tune with findings of present research (Saha & Kumar, 2017; Ornoy, 2010). So far as the industry practices are concerned HCL Tech philosophy believes in “Employees First Approach” i.e., it gives first priority to its employees and create real value for its customers (Harvard Business Press). At Infosys, Tata group workers participate in decision-making as shareholders, and it has resulted in enhanced productivity and morale of workers (Supriya, 2016). Additionally, it enhances the capability of individuals to take better decisions. Moreover, it creates transparent environment and decreases the cost and employee monitoring. As far as the relationship of employee participation with job involvement is concerned hardly any studies have been found which assessed the impact of employee participation on job involvement. Hence, the present study fills this research gap as an attempt have been made to empirically test the relationship between employee participation and job involvement.

FUTURE RESEARCH IMPLICATIONS

The present study focuses on only leading IT firms of Delhi/NCR region. The further study may be conducted on other sectors with more diversified regions. Moreover, comparative study may also be done between private and public sector firms stressing employee participation. Additionally, other areas may also be explored in context to the influence of employee participation on other attributes like organizational commitment, job engagement, productivity, performance, motivation etc.

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