

Exploring the Relationship among Employee Participation and Job Satisfaction, Employee Commitment and Employee Performance

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Abstract: *The main assumption of this study is the belief that the employee participation may affect employees' job satisfaction; employees' commitment; employees' performance and they all can create comparative advantage for the organization. The aim of this study was to find out the link among employees' participation, job satisfaction, employees' commitment, employees' performance. Meta – analysis approach was adopted in exploring the relationship between independent variable and dependent variables. The finding of the study clearly reveals that employees' participation not only an important determinant of job satisfaction facets. Increasing employees' participation have a positive effect on employees' job satisfaction, employees' commitment and employees' performance. The study found that, the increasing employees' participation is a long – term process, which demands both attention from management and initiative from the employees.*

Keywords: The Link, employee participation, Job satisfaction, employee commitment, employee performance

1. Introduction

The major challenges in management is how to effectively implement human development strategies to enhance organization performance and accountability. As a result of the emphasis on organizational performance, researchers in human resource management have stressed effective human resources strategies such as job satisfaction, team empowerment, participative management, and strategic planning.

This study determines the impact of employees' participation on job satisfaction, employees' commitment and employees' performance. Insufficient work is done in this area in Tanzania civil service, hence limited recommendations are available. One could find many research studies on this subject but when we discuss a meta - analysis, we are at the deep of the research resources. The fact that employees in any organization are becoming key to strategic decision - making seems reasonably indisputable.

In general setting Administration and Human Resource department is still facing a challenge to prove its added value to organization/institutional performance. They are, however, battling to justify the reasons for their existence in organizations. Perhaps one of the reasons that Administration and Human Resources has not been more successful in communicating the importance of what they do, is because they have tended not to express it in economic terms but one cannot deny the fact that by logically studying the best HR practices, an individual, team or organization may accelerate its own progress and improvement.

The face of traditional Human Resource services in progressive world is currently undergoing dramatic change. The focus has moved from managing established traditional HR functions to providing guidance to implementing organizations' business strategy. As a result, professionals in Human Resources are increasingly challenged to take a more

strategic perspective regarding their role in the organization. As Human Resource professionals respond to this challenge, measuring Human Resource's performance and its contribution to the organizations' performance consistently emerge as a key theme. At the same time more and more top-level managers are realizing that HR (the people) side of the government business is critical to the long-term survival of the business.

Despite their economic importance, many if not all government institutions suffer from a variety of structural and institutional weaknesses, which have constrained their ability to take full advantage from rapidly advancing progress of globalization but professionally and non-professionally human resource management is inside in different institutions and organizations.

Participatory management has to be introduced in all government institutions and organizations where power is shared, everyone is given an opportunity to participate, work is conducted by consensus and multidisciplinary teams are utilized to implement processes. All these demands a change in corporate culture, in which everyone must adopt the new principles and values, particularly senior managers.

2. Significance of the study

This study is an attempt to explore the impact of a human resource practices (employee Participation) on job satisfaction, employee commitment and employees' performance. However, it is a new subject for research in Tanzania civil service. Looking towards all research studies completed in Tanzania civil service, it is observed that, there is insignificant research work done in Tanzania civil service and it has created a wide gap, which needs to be filled up by the present and the near future human resource management research scholars.

Today's knowledge economy demands investment in human capital of the organization and to create a work environment where employees excel at their jobs but it is strongly perceived that practices like employees' participation are intentionally or unintentionally ignored in Tanzania civil service, so research is the last solution to find out the truth, cause and solution.

3. Literature Review

Human Resource professionals who hold Human relation theory of participation believe simply in involvement for the sake of involvement, arguing that as long as subordinates feel that they are participating and are consulted, their ego needs be satisfied and they will be more cooperative (Richie and Miles, 1970). Job satisfaction and employee commitment receive considerable attention from industrial and organizational psychologists, management scientists, and sociologists. Three thousand studies had been done on job satisfaction alone by the time Locke prepared his study nearly 20 years ago (Locke, 1976)

3.1 Employee Participation

Employee Participation is generally defined as a process in which influence is shared among individuals who are otherwise hierarchically unequal (Locke and Schweiger, 1979; Wagner, 1994). Participatory management practice balances the involvement of managers and their subordinates in information processing, decision making and problem solving endeavors (Wager, 1994).

Coach and French (1949) are considered to be the pioneers in studying employee participation in the work place. They developed the productivity and efficiency rationale, assuming that there is a direct link between employees' involvement in decision-making and work outcomes such as the increase of job satisfaction and productivity. Participation in decision-making can satisfy employees' self-actualization needs and, by doing so, increase employees' motivation and job performance (Likert, 1961). These early theoretical contributions on participation were not taken seriously until the mid-1980's when major works such as Lawler (1986) started to emerge and make some significant impact on both academic and business circles.

Another line of enquiry on participatory management is focused on its impact on organization outcomes such as organization performance and work outcomes, including job satisfaction (Rooney, 1987), productivity (Rooney, 1987; Werneke and Levitan, 1994), productive quality (Cooke, 1992), absenteeism (Voos, 1989) and employee and superior relations (Cooke, 1990). Because of the different methodologies used in those studies, the results tend to be mixed (Wagner, 1994; Ledford and Lawler, 1994; Huang, 1997). The best way to improve performance is by striving for the shared goals of employees and managers. By allowing employees input into developing the mission statement, establishing policies and procedures, you can improve communication and increase morale and satisfaction.

3.2 Job Satisfaction

Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. That is, it is the discrepancy between what an employee values and what the situation provides. Smith *et al* (1969) suggested that, job satisfaction are feelings or affective responses to facets of the situation. Dawis and Lofquist (1984) defined job satisfaction as a result of the employee's appraisal of the degree to which the work environment fulfills the individual's needs. These definitions, as Lease (1998) pointed out, are similar to other definitions where job satisfaction is viewed as the degree of an employee's affective orientation towards the work role occupied in the organization.

Employees' participation and Job satisfaction historically, management theory (Argyris 1957; Bennis 1966; Herzberg 1966, 1968; Likert 1967; Maslow 1954) has emphasized the importance of coordinating the organization – human relationship to enhance performance and develop human capital. Focusing on human motivation and its impact on job satisfaction and performance, scholars have conducted research on Employee Participation and Empowerment (Drucker 1954, 1974, Likert 1967; Spreitzer, Kililos, and Nason 1997; Ouchi 1981; Pascale and Athos 1981). Participation is a process in which influence is shared among individuals who are otherwise hierarchical unequal (Locke and Schweiger 1979; Wagner 1994).

Employee satisfaction has always been important issues for organizations. To assess employee job satisfaction, key facets are identified. Base on a thorough review of the literature as well as the job facets identified by Ellickson and Logsdon (2001), Durst and DeSantist (1998), the following facets are expedient important: Operating procedures, Career advancement, Promotion opportunities, Work environment, Compensation and pay, Supervision, Fringe Benefits, Contingent Rewards (performance based rewards), Coworkers, Nature of work, Communication, Task and skill performance, Recognition, and Belonging. Meeting these facets, employees become more satisfied. Satisfied employees tend to be more productive, creative and committed to their organizations.

3.3 Employee performance

Performance encompasses both efficiency and effectiveness. High performing, effective organizations have a culture that encourages employees' involvement. Therefore, employees are more willing to get involved in decision – making, goal setting or problem solving activities, which subsequently result in higher employee performance (Hellriegel, Slocum and Woodman, 1998). Encourage a more modern style of participatory management, raise employee performance and satisfaction, and even lower employees' compensation rates (Madison, Wisconsin, 2000).

According to Miller and Monge (1986) job satisfaction increases performance through bringing high quality motivation and through increasing working capabilities at a time of implementation. There is evidence that participative climate has a more substantial effect on employee's

satisfaction then participation in specific decision and it appears that participation in goal setting does not have strong effect on productivity. Participation has a strong effect on both job satisfaction and productivity.

Human resource policies that encourage employee involvement aim at providing employees with opportunities to have an input in decisions, incentives to expend discretionary efforts and the means to acquire the appropriate skills (Berg, 1999). Among these policies, participation schemes directly affect the two aspects – opportunities and incentives – and as a result are thought to improve incentives to acquire skills as well as work organization and information flows. These combined effects are expected to increase employees' performance.

3.4 Employee Commitment

Employee commitment has been defined in various ways (Mowday, Porter and Steers, 1982; Reichers, 1985) Steer (1977) refers employee commitment to congruence between the goals of the individual and the organization whereby the individual identifies with and extends effort on behalf of the general goals of the organization. Meyer and Allen (1994) state that employee commitment is a psychological state that: (a) Characterizes the employee's relationships with the organization. (b) Have implications for the decision to continue memberships with the organization.

Organization commitment is the individual's mental connection to the organization. The premise behind huge numbers of these studies was to discover approaches to enhance how specialists feel about their works so that these laborers would turn out to be more dedicated to their organization. Organizational commitment predicts work variables, for example, turnover, hierarchical citizenship conduct, and employment execution. A percentage of the elements, for example, part stretch, strengthening, work shakiness and employability, and appropriation of authority have been appeared to be associated with a laborer's feeling of organizational commitment (Abdullah & Othman, 2019).

Affective commitment: Affective commitment: Is understood as the employee's constructive emotional bonding to the organization. Such an employee strongly associates him/ her with organizational goals and seeks to stay with the organization because he/she wishes to do so (Anwar & Abdullah, 2021).

Continuance commitment: Here the emotional Quotient is largely moot and the employee perceives it to be very costly to lose organizational membership (Gardi et al. 2020). This could be for a host of reasons right from financial costs of salary and benefits to social costs of ties and reputation. Such an employee stays with the organization because he or she is tied in (Prabhu et al. 2020).

Normative commitment: There is an obligatory notion at play here. The employee feels to return the value commitment made in him/ her by the organization (Anwar & Shukur, 2015). The loyalty aspect is strong – either due to individualized value perceptions that direct behavior or due

to social norms that apply to the context and relate with the environment the organization belongs to (Sultan et al. 2020).

In the study by Andrew Hale Feinstein Assistant Professor of University of Nevada, Las Vegas "Relationship between Job Satisfaction and Organization Commitment among Restaurant Employees" (1998), he proved that the several of component scores for job satisfaction; store location had a significant effect on the level of satisfaction with the policies; and the level of education significantly affected satisfaction with recognition. Further, satisfaction with policies, compensation, work conditions, and advancement were found to have a significant relationship to organization commitment.

4. Research Methodology

The general objective of the present study is to explore the relationship among employee participation, job satisfaction, employee commitment and employee performance.

More specifically the objectives of study are:

- To understand and analyze employee participation, job satisfaction, employee commitment and employee performance
- To expose the scope of association sandwiched between employee participation, job satisfaction, employee commitment and employee performance

The study is a relational for exploring association among employee participation. Job satisfaction, employee commitment and employee performance. The data included number of employees, employees' participation, Job satisfactions, employees' commitment and employee performance. For the tangible research work, information regarding name of organization, life of organization in years, number of employees, employees' participation, Job satisfactions, employees' commitment and employee performance were collected from the line managers and their immediate supervisors in the organization. The managers were requested to respond to all questions up to the best of knowledge with reference to the working practices implemented in their organization. Questionnaires were divided into two portions first line employees had to answer the questions regarding name of organization, life of organization, number of employees, employees' participation, Job satisfactions, employees' commitment and employee performance. While their immediate supervisors had to answer questions from portion of employee performance.

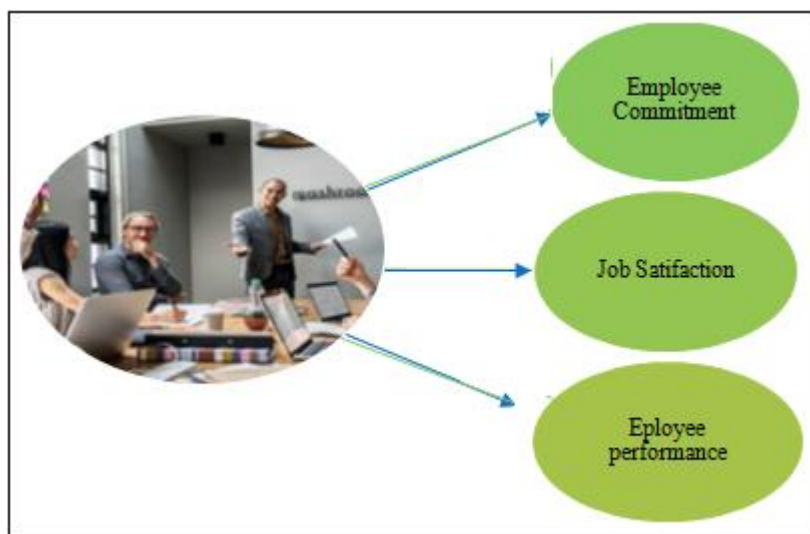
The questionnaire consisted on relationship among employees' participation, Job satisfactions, employees' commitment and employee performance. Questionnaires were developed from the extensive literature review. It has been noted that most of the literature reviewed used Likert scale questionnaire. This study used the same approach to develop questions for measuring each of the employees' participation, Job satisfactions, employees' commitment and employee performance. Each scale was a 7 – point scale with 1 = strongly disagree to 7 strongly agree.

The sample of for this study was drawn from registered professional bodies. 10 Professional bodies in Tanzania were

selected for the study. Such professional bodies were Engineers, Valuers, quantity surveyors, procurement, Accountant, Human resources, Teachers, Medical practitioners, Nursers, and Drivers. These professional bodies were highly considered because they contain all necessary information of their clients, and they always stand

for their members to increase performance, commitment and job satisfaction. From 10 professional bodies all 10 responded back; response rate is (100%)

5. Research Model



6. Research Findings

Data was collected through questionnaires and responses were numerically coded to make the data actionable. Correlation and Regression were calculated for exploring the level of association amongst the 'Employee Participation, employee job satisfaction, employee commitment and employee performance. Table 1 represents the outcomes of the descriptive statistics in terms of the means, standard deviations for all variables used in this study. The study observed that, there is a high correlation among the dependent variables and the independent variable.

The Table sets out the descriptive statistics in terms of the means, standard deviations, and correlations for all variables. There is a high correlation amongst the independent and dependent variables. Mean of the Employee Performance is (3.74), whereas, the standard deviation is (2.1), it indicates that when there is highly scientific and rigorously employee performance. A correlation between

Employee Participation and Employee Performance indicates that the Employee Participation should be beneficial when practiced after mutual coordination of management and employees. While according to the study of Miller and Monge (1986) the degree of association between these two variables is (-0.33) means they are negatively correlation.

Job Satisfaction is positively correlated with employee participation (0.197), Employee performance (0.33), Employee Commitment (0.45). The study of Miller and Monge (1986) in which they studied relationship of employee participation and job satisfaction and employee productivity they found that relationship between employee participation and job satisfaction is only (0.16) while this study indicates that, the degree of association between these two variables is (0.197). This shows that, the difference exists in the two different samples but the difference is too undersized.

Table 1: Mean and Correlations of Variables

Correction Matrix	Standard Deviation	Mean	EP	JS(X1)	OC	EF
Employee Participation	1.5	3.35	1.000	0.197*	0.354*	0.433*
Job Satisfaction	1.2	3.63	0.197*	1.000	0.045*	0.333*
Employee Commitment	1.9	3.66	0.354*	0.045*	1.000	0.178*
Employee Performance	2.1	3.74	0.433*	0.333*	0.178*	1.000
Employee Turnover	1.4	2.33	-0.223*	-0.281*	-0.180*	-0.053*
Organization Performance	1.3	3.13	0.156*	0.328*	0.139*	0.462*

*Show that Correlation among all of them is Significant on 0.01

Whereas:

EP = Employees Participation

JS = Job Satisfaction

EC = Employee Commitment

ET = Employee Turnover

EF = Employee Performance

OP = Organization Performance

6.1 Regression Results

Table 2 presents the regression outcomes for the findings. This regression model is noteworthy and significant, not even a single variable is statistically insignificant.

Regression Equation: Regression Equation that is used to test the research model is as under:

Equation:

$$EP = A + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Employee Participation = Intercept + Coefficient (Job Satisfaction) + Coefficient (Employee Commitment) + Coefficient (Employee Performance) + Other Variables

One regression equation was used for analysis. Equation included three independent variables effect that is Job

Satisfaction, employee commitment, and employee performance. The output in the case of the Equation, 48% the result is statistically significant.

Table 2: Regression Results of Model

	Results for Research Model
Equation A	$EP = A + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$
Employees Participation	–
Job Satisfaction	**0.366
Employee Commitment	***0.508
Employee Performance	**0.179
R2	0.483
Adjusted R2	0.405
F	16.234
N=136, ***P<0.10, **P<0.05	

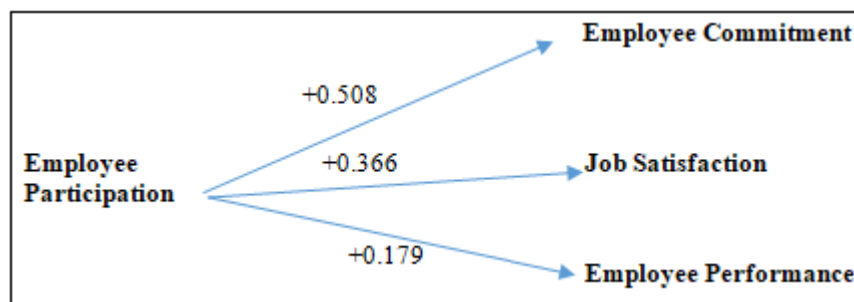


Figure 3: Research Model with Regression Results

7. Discussion of Findings

The results of this study provide relatively strong support for existence of a positive relationship among employee participation, Job satisfaction, employee commitment and employee performance. At this instant the study reveals the reality that is extensively acknowledged that “Human Resources” is the paramount organizational resource and the means to accomplish exceptional performance. At a general level, results generated by this study are largely consistent with results obtained in studies of employee participation – organization performance conducted in other geographical settings (Becker and Huselid, 1998). Moreover, results of the present study add to the available empirical evidence and suggest that such declaration have some credibility (Huselid and Becker, 1995, 1996; MacDuffie, 1995; Youndt *et al*, 1996). Outcome of the study put forward an indication that use of the positive relationship between employee participation and the Job satisfaction and Job satisfaction with employee performance, Commitment and turnover lead to organization competitive advantage and notably performance.

The data in Table 1 is giving the confirmation of the association sandwiched between the employees’ participation, Job satisfaction, employee commitment and employee performance in Tanzania. The variables prove a positive relationship with each other. Table 2 is built up on the regression results indicating that, there is a positive relationship amongst employee participation and Job satisfaction, employee commitment, employees’ performance. The employees’ participation is having a

positive and significant impact on the Job satisfaction of the employees indicating that that an employees’ participation in decision making leads an employee to perform much better as relevant to its competitors in the organization. Further, it is important that employees know what is going on in an organization so that they can use the knowledge that resides in the organization to its fullest potential (Pfeffer, 1998). As a result, it is important that organizations use information – sharing programs.

8. Contribution of the study

- 1) The study adds to researchers’ efforts to understand the relationship among employee participation, Job satisfaction, employee commitment and employee performance.
- 2) The study contributed new directions in the research of management by opening up a debate on the importance of employee participation in Job satisfaction. The fact that, statistically significant correlations and regression results are indicating that employee participation has a significant impact on all the dependent variables Job satisfaction, employee performance, employee commitment.

Implications to Management

The findings suggest that, management might be able to increase the level of commitment in the organization by increasing satisfaction with compensation, policies, and work conditions. One way of addressing this could be by increasing guided discussions of topics related to these issues. Employee could be interviewed to determine their

perceptions of management's ability to address these issues. Changes in organizational variables, such as pay scales, employee input in policy development, and work environment could then be made in an effort to increase organization commitment.

9. Limitation of the study

The results of this study should be viewed with a small number of limitations in mind. This study has the following limitations:

- 1) The sample size used in this study is not sufficient enough to reflect the factual image of the organizations functioning in context with measuring the relationship among employee participation, Job satisfaction, employee commitment and employee performance. The research study did not reach data saturation.
- 2) The data which was obtained from the organizations, was in the shape of perceptual measures of employee participation, Job satisfaction, employee commitment, employee performance. Normally, instead of perceptual measures, the objective measures are more desirable and they particularly are more consistent in output (Huselid 1995; Harel and Tzafrir, 1999). But observing the method for this study being purely positivist philosophy, we are limited to use it.
- 3) The data collection method used in this study is very common as the study used questionnaire method for this research study. Other methods could have been used for this research study like group discussion and unstructured interview to triangulate data collection.

10. Directions for Future Research

The study indicating that certain employee Participation could influence Job satisfaction, employee commitment, and employee Performance; it still does not shed light on the mechanisms through which this is accomplished. Future research directions could include:

- 1) Longitudinal studies to establish the causal relationship between the variables
- 2) To enhance external validity, future research efforts should obtain a representative sample from more organizations
- 3) Future research should seek additional performance outcomes at the job level from larger samples with increased statistical power. Measures with few items are more prone to unreliability than summated measures with greater numbers of items (Spector, 1992).

Future research should seek to develop more complete measures of employee job satisfaction tapping multiple dimensions of their job quality.

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