

# IMPACT OF PARTICIPATORY DECISION MAKING ON EMPLOYEE JOB SATISFACTION



*BY*

**SHAHID HUSSAIN**  
15/MBA (1.5)/PIDE/2013

**DEPARTMENT OF BUSINESS STUDIES**  
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**“Impact of Participatory Decision Making on Employee Job Satisfaction”**

**A Thesis presented to**

**Pakistan Institute of Development Economics, Islamabad**

**In fulfillment of the requirement for the degree of**

**MASTER  
In  
Business Administration**

**BY  
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**A Post Graduate Thesis submitted to the Department of Business Studies as**

**Fulfillment of the requirement for the award of Degree of**

**Master in Business Administration**

<b>Name</b>	<b>Registration number</b>
<b>Shahid Hussain</b>	<b>15/MBA(1.5)/PIDE/2013</b>

## **Supervisors:**

**Name:** Dr. Ansir Ali Rajput  
**Designation:** Associate Professor  
**Organization:** Muhammad Ali Jinnah University

**Name:** Dr. S. M. M. Raza Naqvi  
**Designation:** Associate Professor  
**Organization:** Muhammad Ali Jinnah University

**Final approval**

---

**Impact of Participatory Decision Making on Employee Job Satisfaction**

**By**

*Shahid Hussain*

**Has been approved**

**For the Pakistan Institute of Development Economics, Islamabad**

**External examiner:** \_\_\_\_\_

**Supervisors:** \_\_\_\_\_

**Nam: Dr. Ansir Ali Rajput**

**Head of department:** \_\_\_\_\_

**Name: Dr. Usman Mustafa**

## **Certificate**

**It is certify that Mr. Shahid Hussain has carried out all the work related to this  
thesis under my supervision at the department of management sciences,  
Pakistan Institute of Development Economics, Islamabad.**

**Supervisors:**

---

**Dr. Ansir Ali Rajput  
Department of Business Studies  
PIDE Islamabad**

**Submitted through:**

---

**Dr. Usman Mustafa  
Head, Department of Business Studies  
PIDE, Islamabad**

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First and foremost thanks to almighty Allah, the most merciful and beneficent, by whose blessing I was able to acquire the knowledge, and the courage and able to complete thesis.

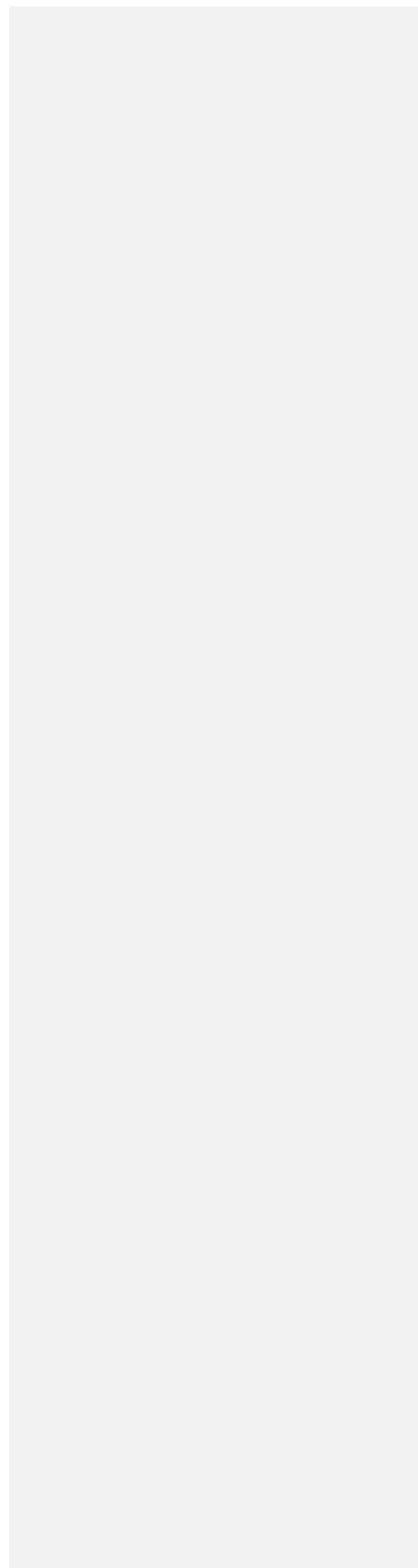
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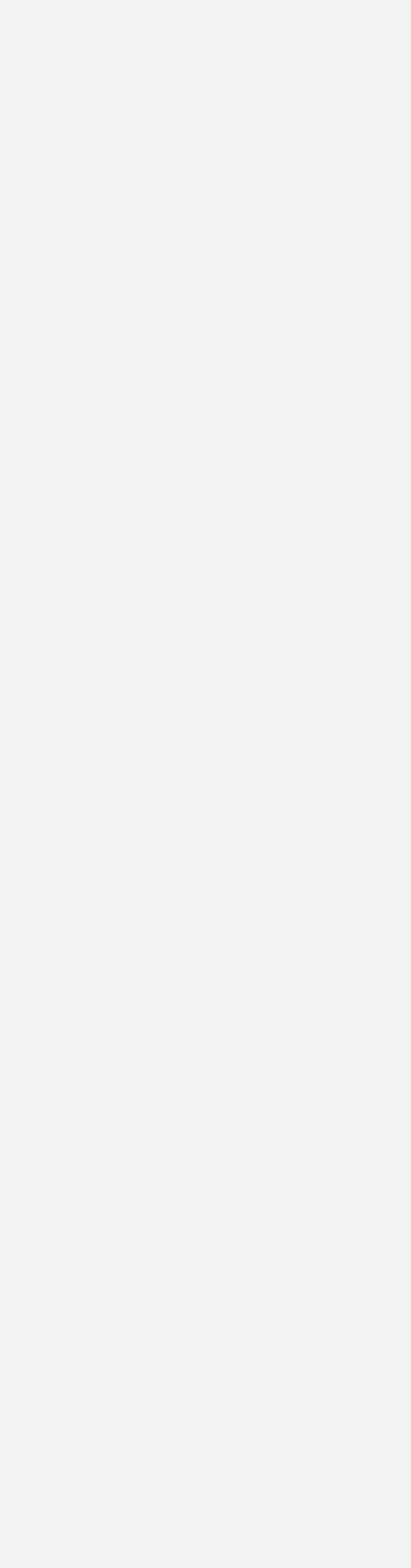
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### ***Abstract***

*The thesis examines the relationship between participatory decision making and job satisfaction in higher education institute teaching faculty staff. Teacher participation in decision making is one of the recommendations of university based management and of the key characteristics of an effective university. Job Satisfaction is one of the most significant attitudes of the employees of an organization. Job satisfaction used to describe whether the employees are happy, asserted and fulfilling their desires and needs at work. The organizations are challenged, as they have to make the employee's satisfied in their Job. So they will perform better and consequently organization will achieve their competitive edge.*

*Data were collected through questionnaire and sample size was 98 and the total question was 15 based on two variable, participatory decision making and employee job satisfaction as mentioned above. Data were collected from different departments of three universities, Pakistan Institute of Development Economics (PIDE), Quid e Azam and Urdu Federal University Islamabad. Responses from the study were statistically analyzed and using regression analysis.*

*The result of the study show statistically significant relationship between participatory decision making and job satisfaction of higher education institute teaching faculty staff. The implication of the study shows that if higher teaching faculty participate more in decision making then the teaching faculty job satisfaction will be enhanced.*

## CHAPTER 1

### “INTRODUCTION”

#### 1.1 Background

Satisfaction on the job is something every employee would seek. It is a general perception made about job satisfaction that it is the job satisfaction that relates to the performance of employees. This perception is such that the performance of employees is linked to the performance they exhibit on the job. An employee with a higher degree of satisfaction on the job he / she is performing is very likely to show more interest and vigor in the behavior while performing the duties and tasks hence increasing the individual productivity leading to an increased organizational productivity.

Majority of the books on human resource management have a central theme: to keep employees happy so that they perform well on the job and earn the organization extra profits. This performance has always been linked to the satisfaction on the job. If employees are satisfied with the job they perform, it leads to commitment in the employees. When employees are committed to a certain organization, they are retained by that organization: this retention leads to reductions of costs as the costs of hiring as we know is very high (cost of replacement of employees is estimated to be in the range of 70-200% of the monthly salary an average employee receives) and replacements causes damages both monetary as well as in terms of human resource, so this reduction in costs leads to improved productivity of the organization therefore gaining extra profits. (Kaye & Jordan-Evans, 2001)

Participatory decision making is a concept such that the team working in an organization is consulted to participate in a decision taken by the organization. The organization involves its employees in taking or making decisions is generally termed as participatory decision making.

Participatory decision making is mostly rather predominantly linked with team work. Research work has shown that employees feel happy while working with a team, in this way they can participate in the decision making process. (Faiello, 2000)

Research work has shown that when employees are taken up as a part of the decision making process they have a greater sense of involvement in the organization. This involvement of the

employees gives them an opportunity in influencing the decisions of the organization and the outcomes of that organization. Employees in such activities feel that trust is being put in them by the organization and that result in employees feeling respected. Therefore in order to achieve participatory decision making in an organization, the concept of teamwork needs to be instilled in the organization for effective outcomes. Among the results achieved by such kind of exercises are greater efficiency of the organization and an increase level of satisfaction of the employees. (Scott & Harrison, 1997)

Numerous studies have been carried out on the topic and extensive research work has been done on topics similar to those of this research. Majority of the literature studied on the topic, participatory decision making has a positive significant impact on job satisfaction of the employees. This research that is currently being carried out will let us know whether the same variables have an equal impact in the Pakistani context or not.

### **1.2 Problem Statement:**

What will be the impact of participatory decision making on employee job satisfaction?

### **1.3 Purpose of the research**

When a company puts efforts, energies and resources in finding out the best people who are in accordance with the notion: “Right man for the right job”, it needs to invest in closing out doors for employees that they do not run away. (Kaye & Jordan-Evans, 2001)

Research shows that the variables: Participatory decision making and team work are those that bring about change in the variable: employee’s commitment and employees’ satisfaction. (Black and Gregersen, 1997)

The purpose of this research is to find out the impact of participatory decision making on employees’ job satisfaction.

### **1.4 Significance of the research:**

The research topic chosen for this research is of great importance. The variables that are a part of the research are very important in the field of human resource management. With the globalization of the world’s economy, companies are reaching out to markets they have never been before. With these expansions in operations worldwide there is problem in adapting to the

local situation of the foreign country being operational in. The variable taken for this study, participatory decision making according to literature has a great impact on employee performance. As mentioned earlier with reference from the literature that if employees participation is high then it will boost the performance of employees which leads to the organizational high productivity.

This research therefore is very important as it would provide information to the human resource managers working in Islamabad to find out trends regarding participatory decision making and job satisfaction in the localized context.

Furthermore, this research will be valuable in terms of resource material for the students and teachers studying and teaching the subject in business schools. This research would be a useful addition to the existing body of knowledge on the subject.

### **1.5 Objectives of the research:**

Following are the objectives that are intended to be achieved from the current study:

- To find out whether participatory decision making have any effect on job satisfaction of employees

### **1.6 Assumptions:**

Strenuous efforts were put in to do this research religiously with minimized number of errors and maximizing significance in the results but still there have been things that were assumed for the research report. The assumptions of the research study are as follows:

- Taking in consideration the literature studies for this research, the theoretical framework has been designed and variables have been selected accordingly. But still there might have been other variables that would possibly be the factors that could cause change in the dependant variable taken for the study: job satisfaction. It is assumed by the researcher that participatory decision making is the factor that majorly affects the job satisfaction of employees.



- It is assumed that the respondents understood both the variables correctly as taught by the researcher and that the data collected finds out exactly what was being asked from the respondents
- It is also assumed that the number of organization (not the sample size) are enough in making a true picture of that particular organization in finding out responses regarding participatory decision making and job satisfaction of employees.

### **1.7 Limitations of the research:**

Research work is not an easy task to do. Conducting a thorough research needs a lot of energies and efforts to put in order to achieve significant results. Efforts were put to carry out the research in the best possible way so as to achieve significant results. Still, there were among many other hindrances, the following were limitations for the study:

- Biases opinion might have been achieved on the questions regarding the variable participatory decision making such that the respondents would have their own definitions of the concept resulting in respondent bias.
- The opinions of higher educational institute only in Islamabad have taken into consideration for the study. The limitation here is that the opinions of higher educational institute in other cities of Pakistan may vary from those that are there in Islamabad. With the limitation of time period allowed for the research it was nearly impossible to collect countrywide data for the research.
- Finances required in reaching out to organizations and filling out questionnaire was another limitation to the study. As it is known that students are always lacking financial resources, the limitations caused hindrance in smoothly carrying out data enumeration activities.

### **1.8 Delimitations for the research:**

To overcome the limitations that were faced during the course of this research report, following actions were taken to minimize the effect of the limitations that caused hindrance in smooth conduction of the research:

- To avoid the problem of wrong interpretation and definition of the variables, the researcher himself taught the respondents before filling out the questionnaire the concepts of participatory decision making and job satisfaction. Furthermore, the
- Respondents were taught on what is required from them so that they respond in accordance to what is being asked from them.
- To avoid the limitation of only Islamabad as the scope of the research, there was not much that could be done but instead the sample size for the research was increased from a normal data collection size of 75 respondents to an increased 98 respondents.
- For the limitation regarding finances, friends and fellow researchers were asked help in reaching out to maximum number of respondents. Here strict check was put to make sure that the data collectors knew the concept of the variables taken for the study very well so that the problem of respondent bias is not faced.

### **Scheme of the research report:**

**Chapter 1:** Introduction to the research; this chapter gives introduction to the topic, the variables used, the research statement, the limitations, delimitations, assumptions, significance and importance of the research have been included in the chapter.

**Chapter 2:** This chapter builds an idea of the reader about the topic and is named as the “Literature Review”. This section provides citations from the literature and includes briefs about previous research work done on topics similar to that of this research.

**Chapter 3:** Methodology of the research; gives and explains the methodology adapted for the research. This chapter gives information on how the research report was conducted. It provides information regarding the sample, sample size; sampling technique, data collection tool, types of data; software and tests run to carry out the research.

**Chapter 4:** Analysis; this chapter includes the analysis that have been done on the data collected using the software SPSS. It also includes the tests run to find out impact of variables on each other.

**Chapter 5:** the “Conclusion & Recommendations” chapter concludes that analysis chapter giving details on inferences made on the data analysis and findings of the research. It also provides recommendations for researchers to work on the topic in the future.

## CHAPTER 2:

### “LITERATURE REVIEW”

#### 2.1 Participatory decision making

Participatory decision making is a concept such that the team working in an organization is consulted to participate in a decision taken by the organization. The organization involves its employees in taking or making decisions is generally termed as participatory decision making. Participatory decision making is mostly rather predominantly linked with team work. Research work has shown that employees feel happy while working with a team, in this way they can participate in the decision making process. (Faiello, 2000)

Team work and participatory decision making are concepts that are closely related to each other. According to Tarricone & Luca (2002), successful teams in business are those that have:

- Uniqueness; such that each member of the team respect and regard the view of each other and that each members considers and understands that the views provided by them are unique. Uniqueness also involves the fact that each member of the team is the reason of success of the team and the success is not an individual effort.
- Attitude is another attribute of a successful team. It is such that the way the team looks towards things is right and the perspective the team has is correct.
- Creativity is the ingredient among others that are responsible for constituting a successful team. The environment in which the team is working should be conducive that fosters and promotes creativity. Each member of the team at all times needs to show creativity and leadership
- Communication is the most important factor with regards to having a successful team. If there is proper communication among the team members and there are no barriers
- To such communications it drastically reduces the chances of misunderstandings that ultimately lead to conflicts.
- Another characteristic for the success of teams is termed by the author as “play”. It signifies that the team should a positive relationship among its members.

The author also determines what benefits organizations get when it has a successful team working for the development and growth of the organization. The benefits organizations achieve from successful teams are: they reduce the number of people required for performing tasks on

particular project hence reducing costs; they improve the profitability of the organization and reducing power gap with reduction in the hierarchy of the organization; they have customer focus and improve relationship with customers; it increases commitment and motivation among employees; it helps an individual recognize the contribution he/she is making towards development of the organization. With all these benefits organizations have a strong focus on developing teams that are successful in fulfilling goals and objectives. (Tarara, 2005)

Irwin and Rocine (1994) while explaining benefits of team work state in their research that team teaches a very important lesson. The respect is such that those organizations that demonstrate its employees trust, respect and desire to achieve affiliation, are those that are able to create powerful and flexible society that possess commitment. These societies have the capability not only to survive in difficult environments but they are also able to flourish. (Irwin & Rocine, 1994)

## **2.2 Job satisfaction**

A lot of research work has been done in the past in order to find out the variables and factors that cause change in job satisfaction. In the quest of finding the factors that cause change in job satisfaction, many researches were carried out. It is evident from literature that the best model to determine change in job satisfaction was provided by Locke (1969). Locke developed a research model where he used the majorly contributing variable in job satisfaction as “Job Values”.

The “values” present in a particular job an employee is performing was considered the key variable bringing change in job satisfaction and determining its level. (Locke, 1969)

Judge and Bono (2001) have termed job satisfaction as a subjective concept. They have gone in a different way to find out the determinants causing change in job satisfaction. Contrary to other research work done on the similar topic, the researchers find out the socio-demographic characteristics such as: age, gender, marital status, and education; and personality trait with regards to the disposition of the employees are the variables that cause change in the job satisfaction level of employees. (Judge & Bono, 2001)

Another research in similar context was carried out by Kovach (1995) to find out the determinants of job satisfaction. This was an empirical research done. In the similar quest the researcher found out other factors than Judge and Bono (2001) that could determine change in

the job satisfaction level. The determinants of the level of job satisfaction found out by Kovach (1995) were the situational influences at work that include: acknowledgement, job security, and job challenge. (Kovach, 1995)

Harley et al. (2000), goes similar to the topic of this research. Finding out job satisfaction is considered in the research and factors that might contribute to the job satisfaction level of employees have been studied. It was found out that when an organization allows its employees to participate in the process of decision making, they show greater levels of job satisfaction. This means that the companies that allows its employees to participate in the decisions that the employees are stake holders of, increases the level of satisfaction on the job for employees. (Harley, Ramsey, & Scholarios, 2000)

Similarly, Schuler (1980) too in an empirical study makes parallel findings. Schuler also finds out empirically that when employees have a greater exposure towards participatory decision making, there is a greater level of job satisfaction exhibited in employees. (Schuler, 1980)

If literature especially theoretical is read, Maslow (1954) a renowned scholar and author on human needs comes up with a theory. It is such that participatory decision making is given the

Abbreviation PDM. PDM has been linked to the very famous Maslow's hierarchy of needs which Maslow presented in his theory. Maslow states that the higher-order needs of humans beings i.e. self-actualization and self-esteem cause change in employees' job satisfaction. With higher self-actualization and self-esteem an employee is most likely to be satisfied with the job at a greater and much higher level than those employees that are deprived from self-actualization and self-esteem. (Maslow, 1954)

Similar studies have been carried out on job satisfaction that states a positive relationship between job satisfaction and participatory decision making. Alutto & Acito (1974), Black & Gregersen (1997), Morse and Reimer (1956), and Wright & Kim (2004) all have similar findings on the variable. The researches cited above all have the same model to find out relationship among participatory decision making and job satisfaction and all agree that the variables have significant positive impact on each other. (Alutto & Acito, 1974), (Black & Gregersen, 1997), (Morse & Reimer, 1956)

### **2.3 Previous Similar Scholarly Work:**

A research was carried out by Pacheco & Webber (2010), from the department of economics, of the Auckland University of Technology, New Zealand on a somewhat similar topic. The researchers made some significant findings. The research was intended to find out relationship among the variables participatory decision making and Job satisfaction keeping the occupational status of employees as the moderating variable. With such variable in place findings were somewhat contrary to the work cited under the previous heading “Job Satisfaction”. The researchers state that the factors determining job satisfaction do not change when a worker has freedom of decision making. Furthermore, individual characteristics are similar if we consider impact of these on job satisfaction. (Pacheco & Webber, 2010)

A research was carried out on the effects of the decision making styles. The impact of decision making styles as perceived by the teacher on the job satisfaction of that teacher.

This research was carried out to see the impact on Indonesian schools. Schools in the Lampung province of Indonesia were collected data from. There were three types of questionnaires used to measure the demographics, and variables: decision making styles and job satisfaction. The questionnaires that were used to measure the above mentioned variables were: a general Decision-making style instrument; demographic questionnaire and; the job satisfaction survey. Among the decision making styles, there were the four decision making styles that had a significant impact on 12 out of 15 relationships tested for finding out predictors of job satisfaction for teachers. The four decision making styles were: rational decision making; intuitive decision making; dependent decision making and; avoidant decision making. Further, the researchers found that the above mentioned predictors of job satisfaction were still significant even after the variables: gender; marital status; school location and; teacher certifications were controlled. (Hariri, Monypenny, & Prideaux, 2012)

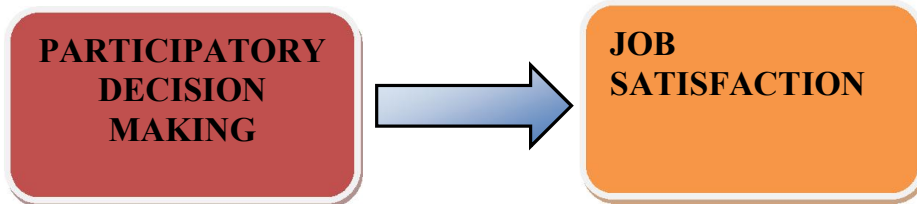
At the department of economics, at the University of Auckland, New Zealand, another study was conducted this time having both Job Satisfaction and Participatory Decision Making as the dependent variables. The research was aimed at finding out whether there is a differential effect on Job satisfaction and employees’ freedom in participating in decision relating to their jobs, caused by diversity in cultural beliefs and values. Two models were developed for the research to run regression analysis on. Both the models had the same independent variables taken into

consideration while having Job Satisfaction and Participatory decision making as the dependent variables. The independent variables used in the regression analysis and model of the research were: job values; culture; job level; Age; gender; level of education; employment status; marital status; number of households dependents and; household income. The research suggests that human resource managers need not to be culture blind while working on human resource practices in an environment where people hail from different cultures. Culture has a great effect in shaping the decision making and job satisfaction of employees. (Westhuizen, Pacheco, & Webber, 2012)

A research was done by researchers hailing from Nigeria on somewhat similar topic. The purpose of the research was to find out the impact of employees' involvement in the decision making process on the performance of manufacturing firms in Nigeria. The variables considered for the study were firms' performance and involvement of employees in decision making. This research was carried out in the manufacturing sector of Nigeria and the data was collected from 670 firms. Among other statistical tests used for the study was regression analysis. Findings of the research suggest that there is a positive significant relationship among the two variables. Additionally, the research finds out that the organizations in which there was no or very little involvement of employees in the decision making process, the performance of the firm overall was low whereas in firms where the involvement of employees was more, the firms showed higher levels of performance. The research concluded on the notion that for manufacturing firms in Nigeria in order to improve their overall performance need to focus more on participatory decision making and involve employees more in the decision making process. (Kuye & Sulaimon, 2011).



#### 2.4 Theoretical Framework/ Research Model:



$$Y = \beta_0 + \beta_1 X + \sum_i$$

$$\text{Job Satisfaction} = \beta_0 + \text{Participatory Decision making} + \sum_i$$

#### 2.5 Research Hypothesis:

**HO:** There is no impact of participatory decision making on employee job satisfaction

**H1:** There is impact of participatory decision making on employee job satisfaction

## **Chapter 3:**

### **“METHODOLOGY”**

#### **3.1 Data Collection Types**

For the purpose of data for the research, primary and secondary both were used in the research. The following headings will make it clear on what type of data was used for which purpose, where was the data collected/ gathered from, how many people were collected data from, who were the people from whom the data was collected from, where did the people belong to when data was collected from them.

#### **PRIMARY DATA:**

The collection of Primary data can be done using various/ several different methods. Among the methods of data collection for primary data the following are the tools that help us collect primary data: panel discussions, interviews, questionnaires, focus group discussions etc. For the purpose of primary data collection, questionnaires were used among other available options.

The Questionnaire that is used to collect primary data for this research does not contain even a single “open ended” questions and has all “closed ended” questions. Open ended questions leave the respondents his/her own choice to give away personal opinions on the questions asked. On the contrary, closed ended questions do not leave any option for the respondent to give away his/her own opinion, they rather choose from a limited number of answer choices. Researchers use such type of a questionnaire so that the data collected from such questionnaire can be put into the software easily and analysis can be run upon it. Open ended questionnaire collect qualitative data which cannot be put into the software as it doesn't give any options or choices.

The data collection tool contains questions on a 5-point likert scale measuring the variables: participatory decision making and job satisfaction.

#### **Population:**

The population considered for this study is all the professors and teaching staff at universities in Islamabad. It is so because of the fact that: 1- the researcher is residing in Islamabad and primary data collection will be easy and 2- data from teachers is mostly valid as they not respond with

random answer choices. Therefore the data collected keeping such population will be normal and significant.

**Sample:**

There are a huge number of universities in Islamabad. With the limitations of time and finances, it becomes very difficult to reach out to these universities and fill out questionnaires from respondents. For the ease of data collection of the researcher, data was collected from professors and teachers in PIDE, Quaid-e-Azam University and Federal Urdu University Islamabad.

**Sample size:**

The current research contains two variables, one dependent and one independent. The total numbers of questions from the questionnaire that measure the two variables are 15. As a general rule of thumb, the number of questions is multiplied by 5 to get data that would depict a true Picture of the population i.e. the sample would represent the population at a greater confidence level. But to get a clearer picture and better results from analysis of data, a total of 98 questionnaires were filled from the respondents.

**Sampling technique:**

The sampling technique will be used such that the random sampling techniques for each respondent to be chosen among the population as a sample for the study are the same: meaning that each respondent is equally likely to get selected as sample for data collection.

To fill out these conditions the sampling technique that fulfills the criteria is simple random sampling technique in the probability sampling method.

**Software for data analysis:**

The IBM – software manufacturing company makes SPSS and PASW statistics software for data analysis in the social sciences. Both the software has similar features, tools, methods and techniques for data entry into the software and analysis of the data entered into the software. IBM PASW Statistics version 18.0 was used for data analysis of the research.

### **3.2 Data Collection Instrument**

The collection of data can be done using various/ several different methods. Among the methods of data collection, the following are the tools that help us collect primary data: panel discussions, interviews, questionnaires, focus group discussions etc. For the purpose of primary data collection, questionnaires were used among other available options.

From two papers questioner has been developed for PDM and employees job satisfaction, (ELDEN, Mar., 1981), (Robin S. Gotler, Dec., 2000).

The Questionnaire that is used to collect primary data for this research does not contain even a single “open ended” questions and has all “closed ended” questions. Open ended questions leave the respondents his/her own choice to give away personal opinions on the questions asked.

On the contrary, closed ended questions do not leave any option for the respondent to give away his/her own opinion, they rather choose from a limited number of answer choices. Researchers use such type of a questionnaire so that the data collected from such questionnaire can be put into the software easily and analysis can be run upon it. Open ended questionnaire collect qualitative data which cannot be put into the software as it doesn't give any options or choices.

The data collection tool contains questions on a 5-point likert scale measuring the variables: participatory decision making and job satisfaction.

### **3.3 Description of Variables**

#### **Participatory decision making:**

When an organization involves its employees in the decision making process, the concept is known as participatory decision making. As evident from the literature review chapter of this research and various citations that participatory decision making is linked to a greater extent with team work and is practiced in organizations where team-work is the norm. Participatory decision making is measured in the questionnaire using a 5-point Likert scale. PDM – participatory decision making is taken as independent variable for the current study and its impact is seen in the Job satisfaction (dependent variable).

**Job Satisfaction:**

Evident from the previous work done and books on human resource management (cited in this research in the literature review chapter), one can make the definition of job satisfaction such that: “when an employee working in an organization thinks he has an adequate amount of work to do, he is paid adequately for the job he performs, he is listened to by colleagues and bosses Means he is satisfied from the job and therefore has job satisfaction”. Job satisfaction in this research is taken as the dependent variable and is measured using a 5-point likert scale.

## Chapter 4:

### “ANALYSIS”

This chapter has details on the analysis of data. The data here that is analyzed is the primary data for the research. Data after collection from the sample was analyzed using the software SPSS. Various tests were run to find out the relationships among the variables of the study. In this chapter regression test is shown along with the ANOVA and coefficients which are also termed as regression weights have been mentioned.

Frequencies using bar charts have been used to show how respondents answered to the questions. It would let us know the trend followed by the respondents in responding to each question. Description under the charts and tables will be given. This description will be the interpretation of the test results.

#### 4.1 Regression

Since this research is about finding the impact of an independent variable on a dependent variable, the best test to use under such circumstances is the regression test. It not only shows the model strength and the change an independent variable is causing in the dependent variable, but it also tells us whether an impact is positive or negative and that the results are significant or not. When regression was run on the data collected, following is the table that shows the model summary of regression:

Table – 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 <sup>a</sup>	.754	.752	.21673
a. Predictors: (Constant), Participatory Decision Making				

\*The following correlation table will show the relationship among variables

**Table – 2**  
**Correlations**

		Participatory Decision Making	Job Satisfaction
Participatory Decision Making	Pearson Correlation	1	.868**
	Sig. (2-tailed)		.000
	N	98	98
Job Satisfaction	Pearson Correlation	.868**	1
	Sig. (2-tailed)	.000	
	N	98	98

**Table –3**  
**Co-efficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.669	.162		10.2 95	.000
Participatory Decision Making	.670	.039	.868	17.1 57	.000

a. Dependent Variable: Job Satisfaction

**Table – 4**  
**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.826	1	13.826	294.355	.000 <sup>a</sup>
	Residual	4.509	96	.047		
	Total	18.336	97			

a. Predictors: (Constant), Participatory Decision Making

b. Dependent Variable: Job Satisfaction

The first thing to look at while interpreting results of regression analysis is looking at the “F” stat in the ANOVA table. The F stat shows us the model strength. This means that it tells us whether the model of our research is strong or not. The strength of the model is determined by the effect the dependent and independent variables have among them. With a significant F stat it is implied that the model of the research is correct and that variables are having impact on each other. The F stat in the “Table – 4” shows a value of 294.355 and significance .000, with F stat value more Than “4”, it is inferred that the model is strong and with significance of less than 0.05, it is significant. Secondly, we check the “R-Square” value. The value of R-Square lies between 0 and 1. 0 means there is no relationship at all and 1 means there is total relationship – but this is hardly possible. Whatever the reasons maybe, not all factors can be controlled and the relationship can never be absolute i.e. it can neither be exact 0 or 1. The values always lie between 0 and 1. In the table – 1 that shows the model summary of the regression, we see the value of R-Square at 0.754. This implies that 75.4% of variance in the dependent variable is caused by the independent variable. In other words, it can be interpreted such that participatory decision making causes change in the job satisfaction of employees by 75.4%.

Thirdly, looking at the co-efficient table i.e. table – 3 at the beta value shows the amount of change one variable causes in the other. Beta value also lies between 0 and 1. 1 means there is an equal amount of change with the change in dependent variable. Here, with the change being 0.868 it can be inferred that with every 1 unit increase in job satisfaction, there is a change of 0.868 in participatory decision making. The other thing we can notice in the correlation is that



the number showing relationship is positive and not negative. The positive number shows that with the increase in one variable there is increase in the other variable, and if the number is negative it implies that with the decrease in one variable, there is a decrease in the other. The following correlation table will show the relationship among variables

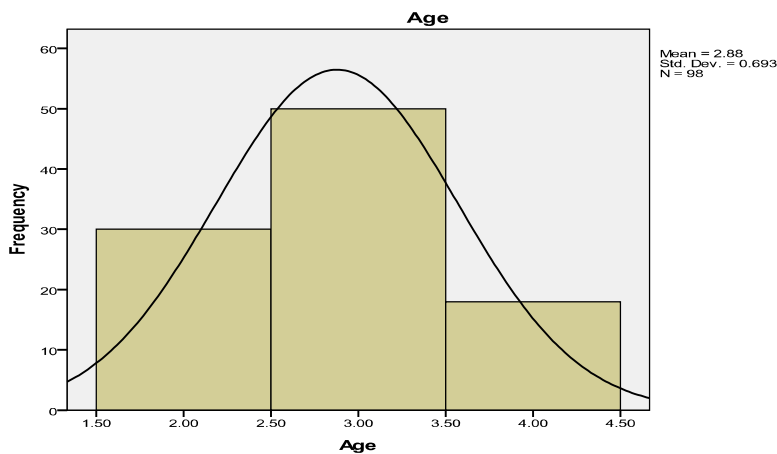
#### 4.2 Frequencies

This section includes frequencies of the responses taken from respondents. Histograms have been used to display these frequencies. The histograms also have normal distribution curve that indicates for each question whether the data is normally distributed or not.

**Table – 5**

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	35 – 45	30	30.6	30.6	30.6
	45 – 55	50	51.0	51.0	81.6
	55 & Above	18	18.4	18.4	100.0
	Total	98	100.0	100.0	

**Chart – 1**

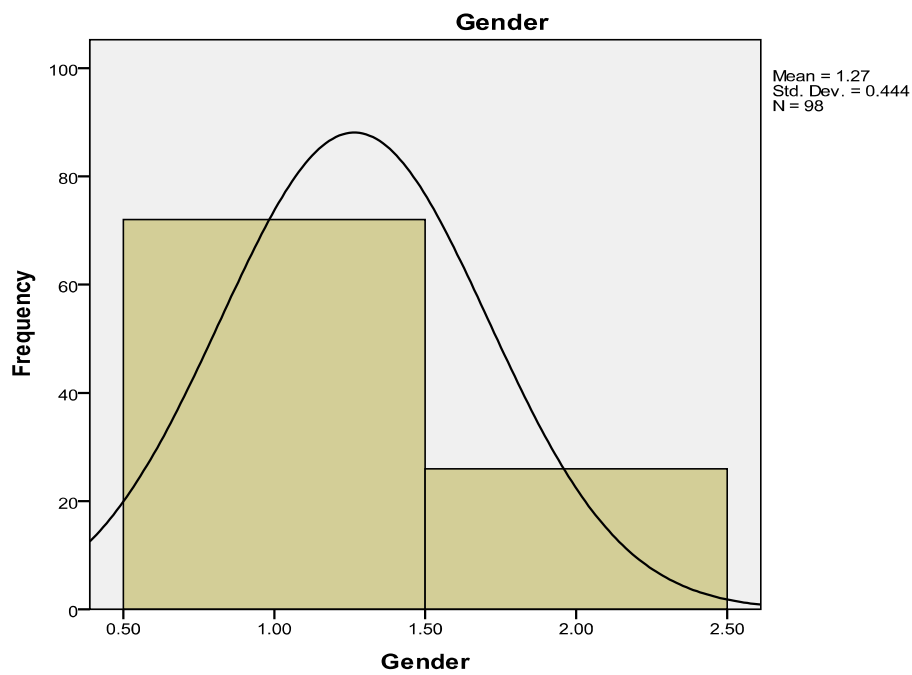


Age of the respondents majorly was 45-55 years with 50 respondents belonging to this age bracket. 30 respondents belonged to 35-45 age groups while 18 belonged to the 55 & above year's age bracket.

**Table – 6**

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	72	73.5	73.5	73.5
	Female	26	26.5	26.5	100.0
	Total	98	100.0	100.0	

**Chart – 2**



The histogram for gender got skewed to the left showing that majority of the respondents were male. 72 out of 98 were while the rest 26 were female respondents. This gender disparity lies not only in the students but in the teachers as well. Data was collected randomly and there was equal chance for a respondent to be selected, still such a small number of females indicate there is scarcity of female teachers in Islamabad.

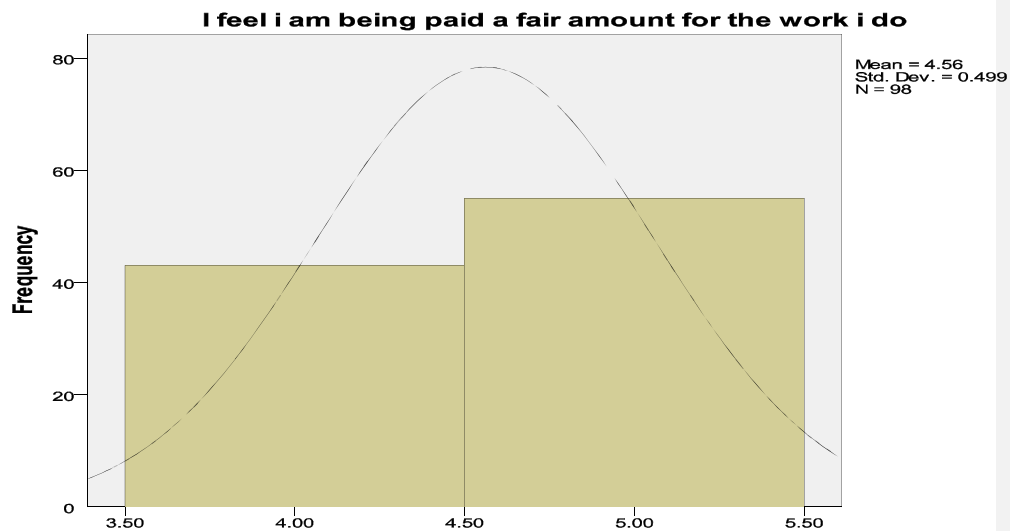
**Question 1:**

**Table – 7**

**I feel I am being paid a fair amount for the work I do.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid High	43	43.9	43.9	43.9
Highest	55	56.1	56.1	100.0
Total	98	100.0	100.0	

**Chart – 3**



Upon the respondents being asked whether they are paid a fair amount for the work they do, the responses averaged between 3.5 and 5.5. Only the positive choices were selected by the respondents with 43% selecting “high” and 56% selecting “highest”. With such answer choices it can be inferred that teachers are satisfied with the remuneration they get for the job they perform.

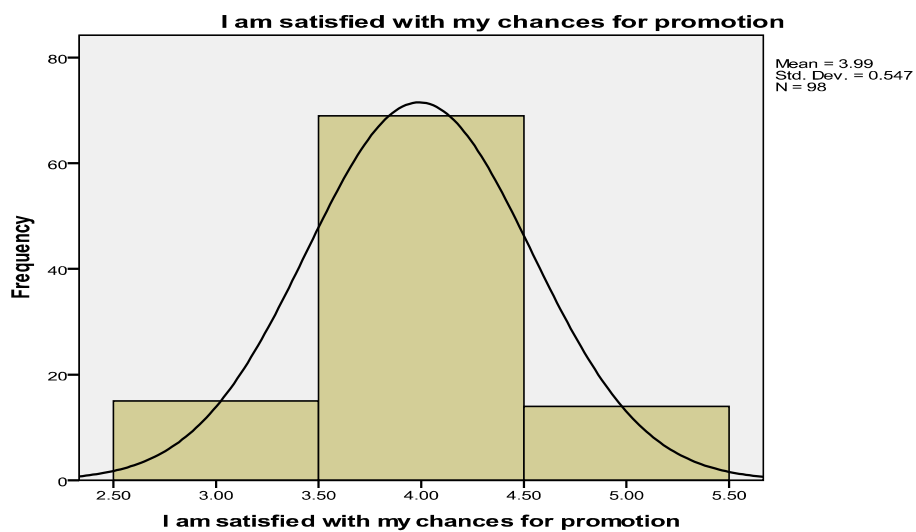
**Question 2:**

**Table – 8**

**I am satisfied with my chances for promotion**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Average	15	15.3	15.3	15.3
High	69	70.4	70.4	85.7
Highest	14	14.3	14.3	100.0
Total	98	100.0	100.0	

**Chart – 4**



When the respondents were asked whether they are satisfied with their chances of promotion, there was a difference of opinion but majorly the response was positive. 69 out 98 chose the option “high”, 15 chose “average” while “14” chose highest making a perfect “bell-shape” curve. Inference can be made such that respondents were satisfied with their chances of promotion.

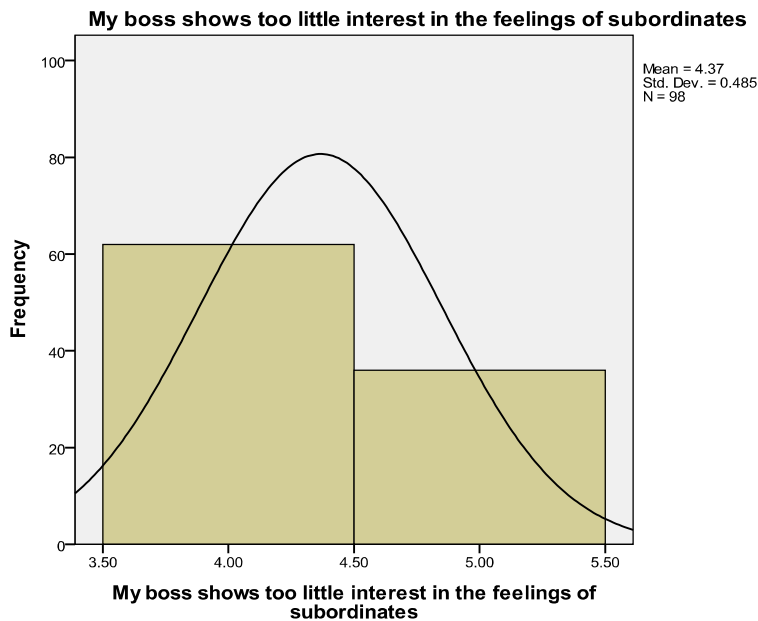
**Question – 3:**

**Table – 9**

**My boss shows too little interest in the feelings of subordinates**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid Disagree	62	63.3	63.3	63.3
Totally Disagree	36	36.7	36.7	100.0
Total	98	100.0	100.0	

**Chart – 5**



When respondents were asked whether their boss showed interest in the feelings of the subordinates, 62 out of 98 chose “disagree”: meaning that the respondents negated the notion that the boss shows too little interest in the feelings of subordinates. It can also be inferred that the teacher community in Islamabad is happy from the bosses.

**Question – 4:**

**Table – 10**  
**The benefits we receive are as good as those offered by most organizations**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	36	36.7	36.7	36.7
Totally Agree	62	63.3	63.3	100.0
Total	98	100.0	100.0	

**Chart – 6**



The answer choices lied on choosing the positive options “4” and “5” for the question asked: the benefits we receive are as good as those offered by most organizations. It can be inferred from the answer choices that the respondents feel there is parity in the remuneration they are offered with those of other universities are offering in Islamabad.

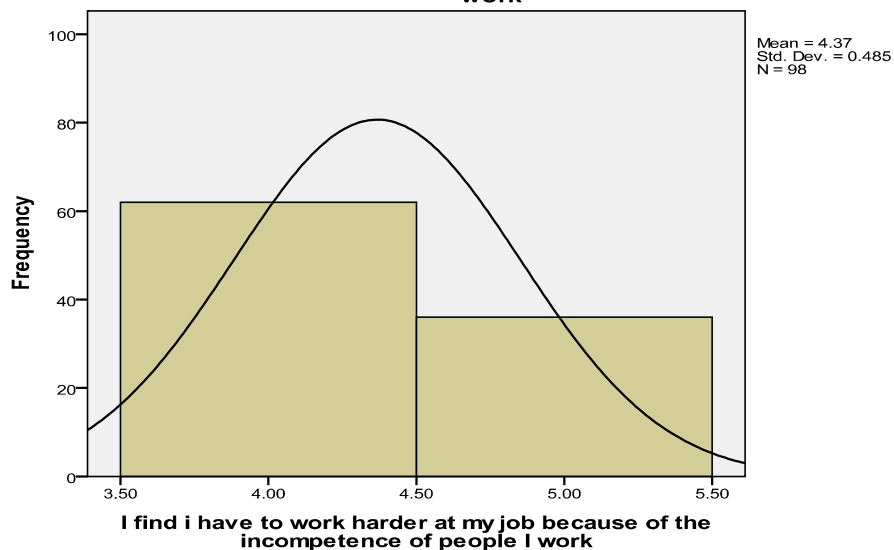
**Question – 5:**

**Table – 11**

<b>I find i have to work harder at my job because of the incompetence of people I work</b>					
		Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	62	63.3	63.3	63.3
	Totally Disagree	36	36.7	36.7	100.0
	Total	98	100.0	100.0	

**Chart – 7**

**I find i have to work harder at my job because of the incompetence of people I work**



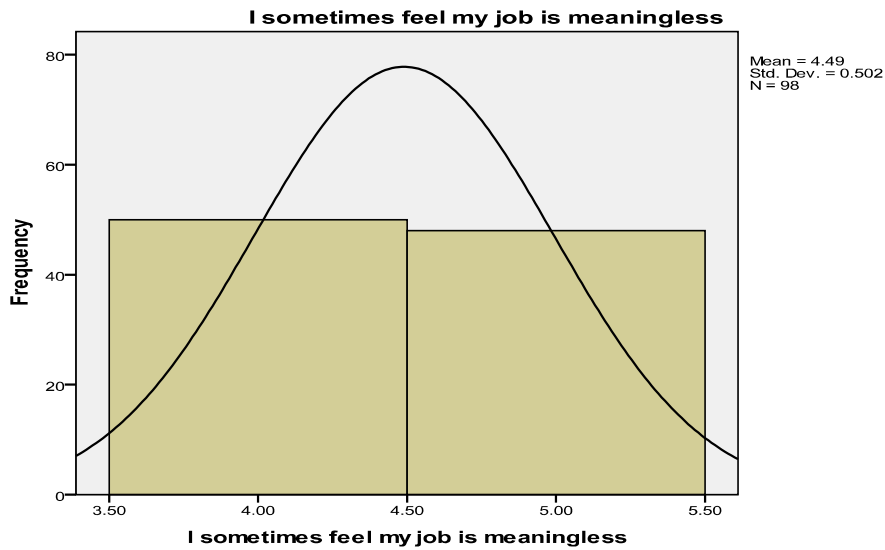
Upon the respondents being asked whether they feel that their team mates and fellow members of their organization are incompetent and their incompetence suffers them by working harder. All of the respondents rejected the notion 62 out of 98 disagreeing and 36 totally disagreeing to the notion. It also means that team work is present in universities in Islamabad and there is equal distribution of work with competent team members.

**Question – 6:**

**Table – 12**  
**I sometimes feel my job is meaningless**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	50	51.0	51.0	51.0
Totally Disagree	48	49.0	49.0	100.0
Total	98	100.0	100.0	

**Chart – 8**





Another question measuring job satisfaction was asked whether employees feel their job is meaningless, all of the respondents negated to the notion. 50 out of 98 disagreed while the rest 48 totally disagreed. This makes a strong inference that the respondents were happy with their job and never at all found it meaningless. Additionally it can also be inferred that the teachers take interest in their job and find it attractive.

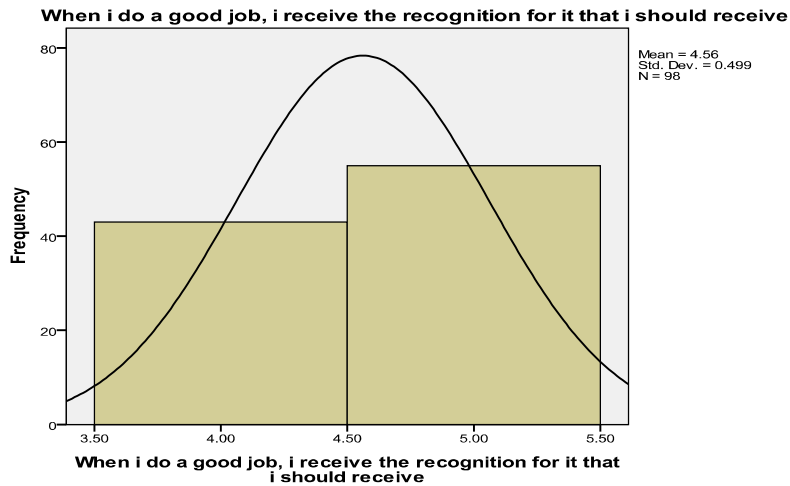
**Question – 7:**

**Table – 13**

**When i do a good job, i receive the recognition for it that i should receive**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	43	43.9	43.9	43.9
Totally Agree	55	56.1	56.1	100.0
Total	98	100.0	100.0	

**Chart – 9**



Opinion was taken from the respondents on whether they think that if they perform a job good, are they given the recognition they deserve, opinions were all positive. All of the respondents chose positive options with 43 out of 98 choosing “agree” and 55 choosing “totally agree”. It shows that the professors and teachers in the universities in Islamabad are given recognition for their work and appreciated for the good efforts they make.

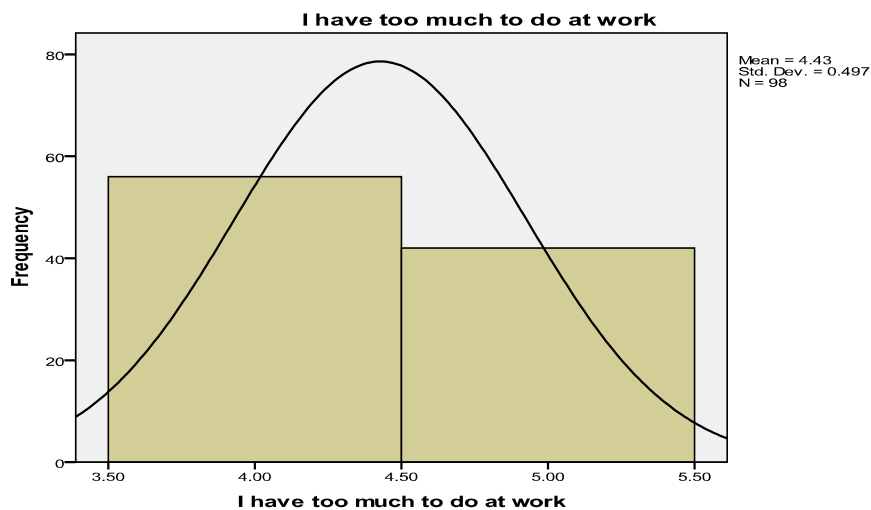
**Question – 8:**

**Table – 14**

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I have too much to do at work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	56	57.1	57.1	57.1
	Totally Disagree	42	42.9	42.9	100.0
	Total	98	100.0	100.0	

**Chart – 10**



Another question was asked on job satisfaction. The question was whether the respondents feel that they are overburdened with work; all of the respondents rejected the perception. 56 out of 98 chose “disagree” while 42 chose “totally disagree” leaving us to infer that for teachers and professors, their work isn’t a burden for them.

**Question – 9:**

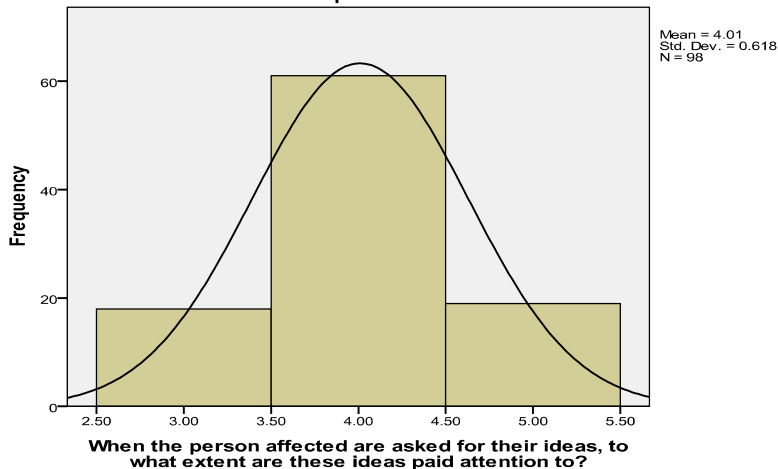
**Table – 15**

**When the person affected are asked for their ideas, to what extent are these ideas paid attention to?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	18	18.4	18.4	18.4
Yes	61	62.2	62.2	80.6
Absolutely Yes	19	19.4	19.4	100.0
Total	98	100.0	100.0	

**Chart – 11**

**When the person affected are asked for their ideas, to what extent are these ideas paid attention to?**



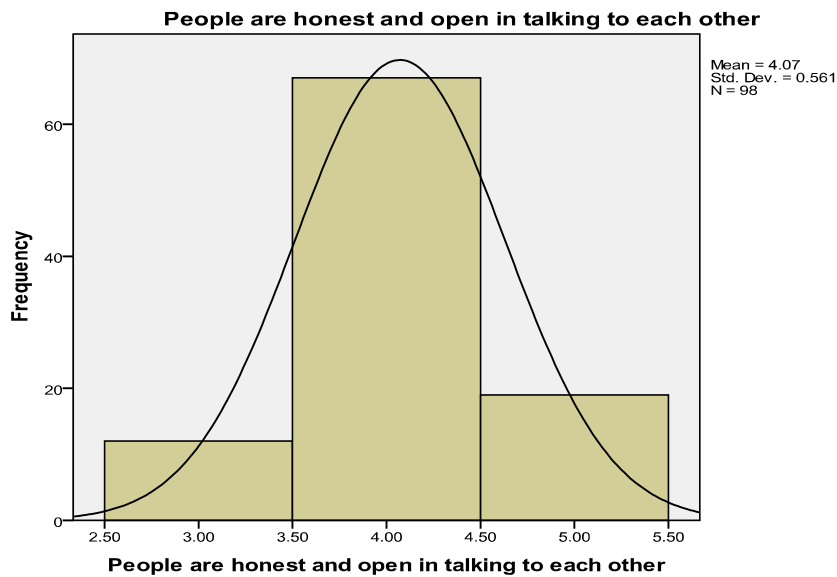
A question was asked to measure participatory decision making. The question was such that the respondents were asked whether the affected are paid attention to the ideas they provide upon asking, a majority of 61 out of 98 respondents agreed that attention is being paid hence proving the existence of participatory decision making.

**Question – 10:**

**Table – 16**  
**People are honest and open in talking to each other**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid Neutral	12	12.2	12.2	12.2
Yes	67	68.4	68.4	80.6
Absolutel y	19	19.4	19.4	100.0
Total	98	100.0	100.0	

**Chart – 12**



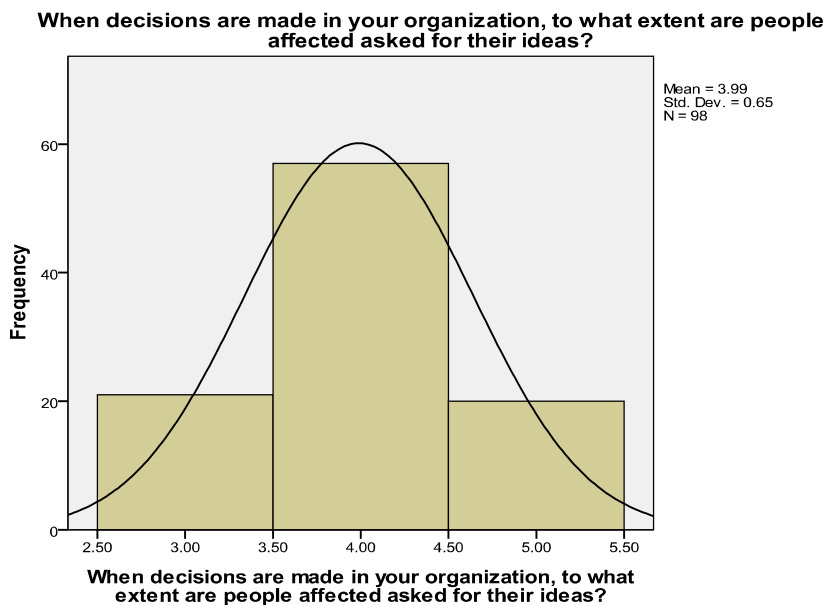
A perfect bell-shaped curve was seen in the responses from another question asked on participatory decision making. 12 respondents chose “neutral”, 67 chose “Yes” and 19 chose “absolutely”, making all the answer choices positive. It can be inferred from the data that the respondents display teamwork in the organizations they work in.

**Question – 11:**

**Table – 17**

<b>When decisions are made in your organization, to what extent are people affected asked for their ideas?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	21	21.4	21.4	21.4
	Often	57	58.2	58.2	79.6
	Always	20	20.4	20.4	100.0
	Total	98	100.0	100.0	

**Chart – 13**



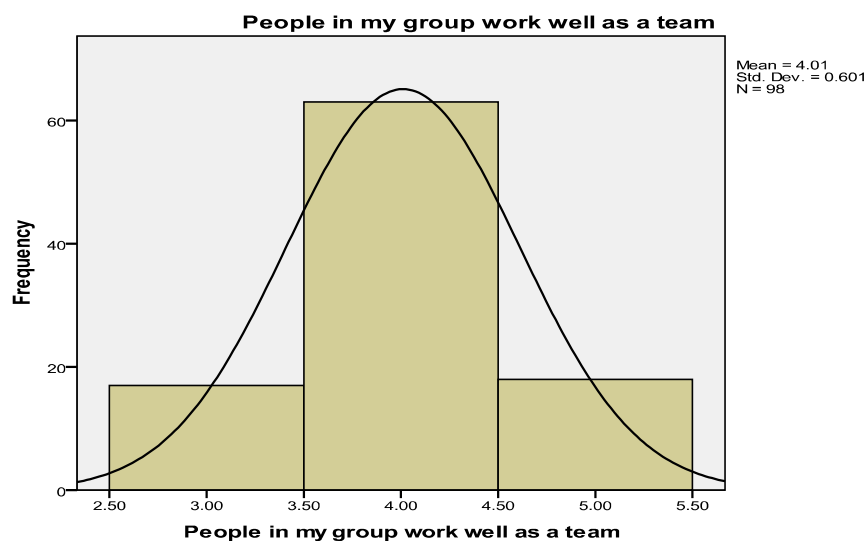
A question was asked regarding participatory decision making on whether employees affected are asked for their opinions while making a decision, again a perfect “bell-shape” curve was achieved. Respondents majorly chose positive options to this question. A majority i.e. 57% agreed that employees are often asked for their ideas when decisions are made.

**Question – 12:**

**Table – 18**  
**People in my group work well as a team**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	17	17.3	17.3	17.3
Agree	63	64.3	64.3	81.6
Totally Agree	18	18.4	18.4	100.0
Total	98	100.0	100.0	

**Chart – 14**



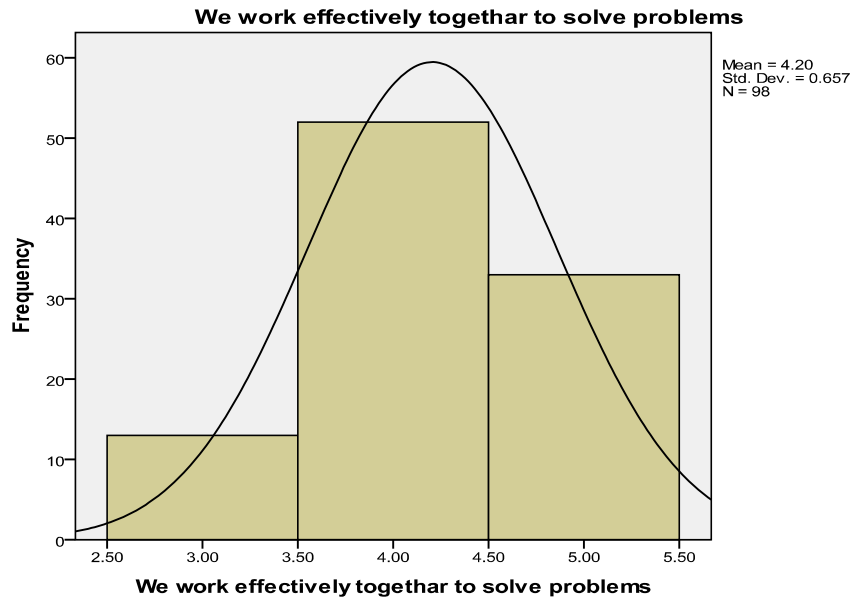
Another question on PDM was asked whether employees work in a team well or not, 64.3% of the respondents agreed that yes people in their group work well as a team therefore showing the presence of PDM in the organization as we mentioned earlier in the literature review chapter that the two have a strong link among them.

**Question – 13:**

**Table – 19**

<b>We work effectively together to solve problems</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	13	13.3	13.3	13.3
	Agree	52	53.1	53.1	66.3
	Totally Agree	33	33.7	33.7	100.0
	Total	98	100.0	100.0	

**Chart – 15**



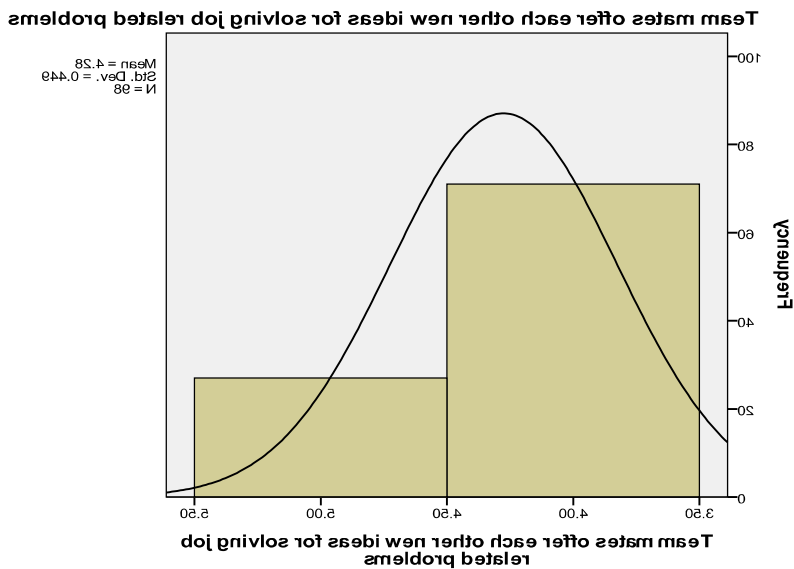
When respondents were asked whether they work effectively together in solving problems, the responses made the normal distribution curve skewed to the right choosing positive options. 53% agreed while 33% totally agreed making 86% of the respondents agreeing to the fact that teamwork is exhibited in solving problems effectively.

**Question – 14:**

**Table – 20**  
**Team mates offer each other new ideas for solving job related problems**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	71	72.4	72.4	72.4
Totally Agree	27	27.6	27.6	100.0
Total	98	100.0	100.0	

**Chart – 16**





Question asking whether team mates offer each other new ideas for solving job related problems, was answered such that 72% agreed and 27% totally agreed that the team has creativity in solving job related problems as they come up with new ideas that would prove to be a solution to the problem.

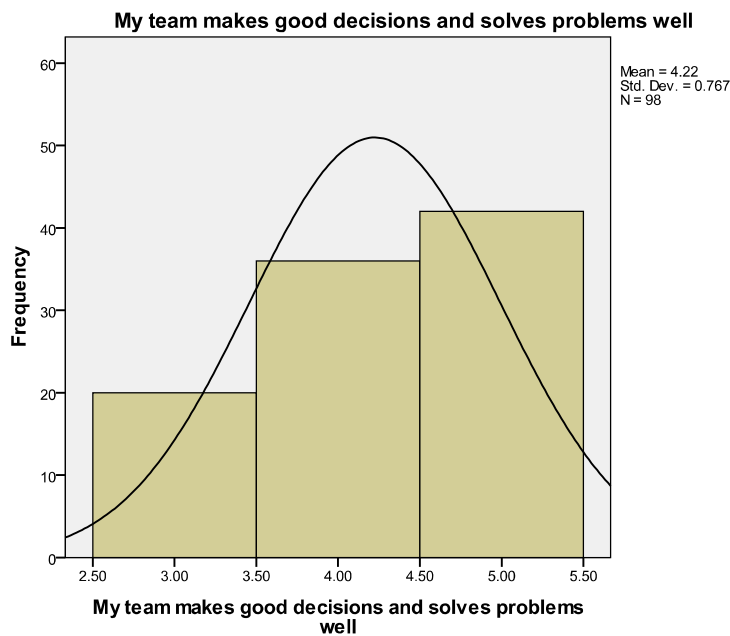
**Question – 15:**

**Table – 21**

**My team makes good decisions and solves problems well**

	Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid Neutral	20	20.4	20.4	20.4
Agree	36	36.7	36.7	57.1
Totally Disagree	42	42.9	42.9	100.0
Total	98	100.0	100.0	

**Chart – 17**



A question asked whether the decisions made by employees are good and solve problems, respondents answered such that 42.9% totally agreed, 36.7% agreed while only 20% remained neutral making the curve skew to the right indicating the respondents feel positive that the team makes good decisions.

## Chapter 5:

### “CONCLUSIONS & RECOMMENDATIONS”

#### 5.1 Conclusions

The conclusions made from the research are such that they are ordered from the regression test results to the frequencies of each question. The regression conclusions are such that:

The F stat shows us the model strength. This means that it tells us whether the model of our research is strong or not. The strength of the model is determined by the effect the dependant and independent variables have among them. With a significant F stat it is implied that the model of the research is correct and that variables are having impact on each other. The F stat showed a value of 294.355 and significance .000, with F stat value more than “4”, it is inferred that the model is strong and with significance of less than 0.05, it is significant.

The value of R-Square lies between 0 and 1. 0 means there is no relationship at all and 1 means there is total relationship – but this is hardly possible. Whatever the reasons maybe, not all factors can be controlled and the relationship can never be absolute i.e. it can neither be exact 0 or 1. The values always lie between 0 and 1. The value of R-Square was 0.754. This implies that 75.4% of variance in the dependant variable is caused by the independent variable. In other words, it can be interpreted such that participatory decision making causes change in the job satisfaction of employees by 75.4%.

Beta value also lies between 0 and 1. 1 means there is an equal amount of change with the change in dependant variable. Here, with the change being 0.868 it can be inferred that with every 1 unit increase in job satisfaction, there is a change of 0.868 in participatory decision making. The other thing we can notice in the correlation is that the number showing relationship is positive and not negative. The positive number shows that with the increase in one variable

There is increase in the other variable, and if the number is negative it implies that with the decrease in one variable, there is a decrease in the other.

From the frequencies, following conclusions were made:

Age of the respondents majorly was 45-55 years with 50 respondents belonging to this age bracket. 30 respondents belonged to 35-45 age groups while 18 belonged to the 55 & above year's age bracket.

The histogram for gender got skewed to the left showing that majority of the respondents were male. 72 out of 98 were while the rest 26 were female respondents. This gender disparity lies not only in the students but in the teachers as well. Data was collected randomly and there was equal chance for a respondent to be selected, still such a small number of females indicate there is scarcity of female teachers in Islamabad.

Upon the respondents being asked whether they are paid a fair amount for the work they do, the responses averaged between 3.5 and 5.5. Only the positive choices were selected by the respondents with 43% selecting “high” and 56% selecting “highest”. With such answer choices it can be inferred that teachers are satisfied with the remuneration they get for the job they perform. When the respondents were asked whether they are satisfied with their chances of promotion, there was a difference of opinion but majorly the response was positive. 69 out 98 chose the option “high”, 15 chose “average” while “14” chose highest making a perfect “bell-shape” curve. Inference can be made such that respondents were satisfied with their chances of promotion.

When respondents were asked whether their boss showed interest in the feelings of the subordinates, 62 out of 98 chose “disagree”: meaning that the respondents negated the notion that the boss shows too little interest in the feelings of subordinates. It can also be inferred that the teacher community in Islamabad is happy from the bosses.

The answer choices lied on choosing the positive options “4” and “5” for the question asked: the benefits we receive are as good as those offered by most organizations. It can be inferred from

the answer choices that the respondents feel there is parity in the remuneration they are offered with those of other universities are offering in Islamabad.

Upon the respondents being asked whether they feel that their team mates and fellow members of their organization are incompetent and their incompetence suffers them by working harder. All of the respondents rejected the notion 62 out of 98 disagreeing and 36 totally disagreeing to the notion. It also means that team work is present in universities in Islamabad and there is equal distribution of work with competent team members.

Another question measuring job satisfaction was asked whether employees feel their job is meaningless, all of the respondents negated to the notion. 50 out of 98 disagreed while the rest 48 totally disagreed. This makes a strong inference that the respondents were happy with their

job and never at all found it meaningless. Additionally it can also be inferred that the teachers take interest in their job and find it attractive.

Opinion was taken from the respondents on whether they think that if they perform a job good, are they given the recognition they deserve, opinions were all positive. All of the respondents chose positive options with 43 out of 98 choosing “agree” and 55 choosing “totally agree”. It shows that the professors and teachers in the universities in Islamabad are given recognition for their work and appreciated for the good efforts they make.

Another question was asked on job satisfaction. The question was whether the respondents feel that they are overburdened with work; all of the respondents rejected the perception. 56 out of 98 chose “disagree” while 42 chose “totally disagree” leaving us to infer that for teachers and professors, their work isn’t a burden for them.

A question was asked to measure participatory decision making. The question was such that the respondents were asked whether the affected are paid attention to the ideas they provide upon asking, a majority of 61 out of 98 respondents agreed that attention is being paid hence proving the existence of participatory decision making.

A perfect bell-shaped curve was seen in the responses from another question asked on participatory decision making. 12 respondents chose “neutral”, 67 chose “Yes” and 19 chose “absolutely”, making all the answer choices positive. It can be inferred from the data that the respondents display teamwork in the organizations they work in.

A question was asked regarding participatory decision making on whether employees affected are asked for their opinions while making a decision, again a perfect “bell-shape” curve was achieved. Respondents majorly chose positive options to this question. A majority i.e. 57% agreed that employees are often asked for their ideas when decisions are made.

Another question on PDM was asked whether employees work in a team well or not, 64.3% of the respondents agreed that yes people in their group work well as a team therefore showing the presence of PDM in the organization as we mentioned earlier in the literature review chapter that the two have a strong link among them.

When respondents were asked whether they work effectively together in solving problems, the responses made the normal distribution curve skewed to the right choosing positive options. 53%

agreed while 33% totally agreed making 86% of the respondents agreeing to the fact that teamwork is exhibited in solving problems effectively.

Question asking whether team mates offer each other new ideas for solving job related problems, was answered such that 72% agreed and 27% totally agreed that the team has creativity in solving job related problems as they come up with new ideas that would prove to be a solution to the problem.

A question asked whether the decisions made by employees are good and solve problems, respondents answered such that 42.9% totally agreed, 36.7% agreed while only 20% remained neutral making the curve skew to the right indicating the respondents feel positive that the team makes good decisions.

## **5.2 Recommendations**

Participatory decision making caused a major portion of the variance in the dependant variable job satisfaction i.e. 75.4% variance in the dependant variable was caused by the independent variable. The results are good but they can be improved upon following the recommendations below:

- Sample for the study were taken as university teachers and professors. Scope for the research can be broadened by taking the corporate sector as well to see whether they have the same effect as it had in the case of university teachers and professors
- A researcher gets really happy to see a large R-square value indicating that the change caused in the dependant variable is large and that the correct independent variable has been taken into consideration. It is not always the case. The results might be different if the scope of the research is broadened. It is therefore recommended for future research in the topic that additional variables be added to the regression equation for better results and findings.

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## QUESTIONNAIRE

### **“Impact of Participatory Decision making on Job Satisfaction”**

Dear Sir/Madam,

I am a student of MBA at PIDE and for research purpose I am filling out these questionnaires. Your response is needed to research on the above mentioned topic. It is assured that the data collected will be used for research only and will be kept strictly confidential.

**Name:** \_\_\_\_\_

**Age:** (25-35) (35-45) (45-55) (55 & above)

**Gender:** Male/Female

**On a scale of 1 – 5 answer give responses most relevant against the following questions:**

**(1-lowest, 5-highest)**

1. I feel I am being paid a fair amount for the work I do.

1	2	3	4	5
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2. I am satisfied with my chances for promotion.

1	2	3	4	5
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3. My head of department (boss) shows too little interest in the feelings of subordinates.

1	2	3	4	5
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4. The benefits we receive are as good as those offered by most organizations.

1	2	3	4	5
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5. I find I have to work harder at my job because of the incompetence of people I work.

1	2	3	4	5
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6. I sometimes feel my job is meaningless.

1	2	3	4	5
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7. When I do a good job, I receive the recognition for it that I should receive.

1	2	3	4	5
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8. I have too much to do at work.

1	2	3	4	5
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9. When the person affected are asked for their ideas, to what extent are these ideas paid attention to?

1	2	3	4	5
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10. People are honest and open in talking with each other.

1	2	3	4	5
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11. When decisions are made in your organization, to what extent are people affected asked for their ideas?

1	2	3	4	5
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12. People in my group work well as a team.

1	2	3	4	5
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13. We work effectively together to solve problems.

1	2	3	4	5
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14. Team mates offer each other new ideas for solving job related problems.

1	2	3	4	5
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15. My team makes good decisions and solves problems well.

1	2	3	4	5
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