

Relationship between participation and job satisfaction : Analysis of a bank organization

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ABSTRACT

The present paper is a humble attempt to analyze relationship between participation and job satisfaction in a bank organization. After a thorough review of available literature certain gaps stand identified and accordingly objectives formulated for the study. The hypothesis framed has been verified through an empirical investigation. A questionnaire has been administered and five point Likert scale used to quantify the qualitative data. The data thus gathered have been presented in tabular form and also reflected through graphical presentation. Statistical techniques like mean, standard deviation, t-value, rank correlation have been applied to draw the inferences. The paper finally offers certain recommendations. The study is duly supported by references to the context.

Key words : Participative management, Job satisfaction, Decision-making, Job involvement

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The participative management is a mechanism where workers have a say in decision- making process of an organization. Participation at plant level affects employee terms and conditions of employment. The process of participation also helps in understanding the dynamic viability of an enterprise and hence mutually assists in establishing greater flexibility, rather than precipitating a “we- they” culture. Such a process helps in the growth of an individual and creates a sense of belongingness towards the organization (Bhatia, 2006).

The view points of social scientists reflect that participative management is one of the tools of management where the emphasis is on the human approach have popularized the belief that once workers are provided

opportunities to participate in management process lead to positive gains to the organizations’ effectiveness and morale of employees which has its impact on job satisfaction. The participation is the mental and emotional involvement of a person in a group situation that encourages him to contribute to group goals and share responsibilities in them (Davis and Lansbury, 1957). Psychological participation refers to the amount of influence an individual perceives on decision- making, while objective participation is the amount of influence individual actually does have on decision- making. The former is perceptive in nature and the latter suggests impact.

The democratic participatory theory emphasizes on conditions that are necessary for effective participation and function performed by participation to the individuals and society. Through participation in decision making, individual sense of freedom increases since it gives a very real degree of control over the course of his life and structure of his environment. Participatory management practice balances the involvement of managers and their subordinates in information processing, decision- making and problem- solving endeavors (Wagner, 1994).

The other line of enquiry on participatory management is focused on its impact on organizational outcomes such as

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