EFFECTIVE EMPLOYEES PARTICIPATION AND ORGANIZATIONAL OUTCOMES

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Abstract

Employee participation shows job competencies and job autonomy and is closely linked with perceptions of service quality and job satisfaction. One of the predictions for better service performance is employee participation. Employee participation provides opportunities for employees to enhance their skills and it authorize to them about their job In order to enjoy work. Participative management system is one of dynamic management systems and plays important role in human resource development and therefore in the process of national development. This system of management as optimal systematic and efficient in terms of both theoretical and practical have successfully passed tests and now in developed countries and developing countries are fully utilized and have appropriate role. In order to improve the quality of customer service, management must provide invest in the development of employees through the job satisfaction of the employees and with effective participation of employees could provide better services to customers. Effective participation in work provides opportunities for employees to interact with others.

Keywords: Effective Employees Participation, Organizational Outcomes. Participative management

1. Introduction

Human resources are considered a great asset for any organization to achieve goals. Job satisfaction of employees increase ability and the efficiency of employees in any organization and enhance yield. Study of factors affecting job satisfaction indicates that Job satisfaction leads to productivity and happy employees have more yields. Human factor is always considered as one of the factors affecting the survival of the organization. Study of job satisfaction is so important in term of two dimensions: first, the human dimension is that deserve to be treated fairly and with respect with the employees and second, the behavioral dimension of job satisfaction can guide employees' behavior in such a way that they affect the functioning and organizational tasks and lead to the positive and negative behaviors (Spector et al, 2010). In general, participation in decision making would lead to decrease resistance in

a change. This is a necessary condition for it that people participate in the decision about change and accept decisions adopted and feel committed in doing decisions (Lund & Daulatram, 2003). High quality and abilities of operational staff is inseparable from enterprises excellence because service provided by the staff is reflect of organization image and will be affected customer satisfaction from service quality (Solnet & Kandampully, 2008).Employee participation to deliver decision-making in low levels of organization, where it occurs the operation is important.

Ali et al (1992) and Gilbert (1998), report that staff to managers has positive attitude and support in relation to participative management. Most employees want to involve making decisions in relation to their work. Wendell (1998), believe that provide real and significant participation of employees increases organization ability to respond rapid changes. The main objective of participation system is quality development of human resources. Participation is means to increase the sense of responsibility and belonging to the working environment in the employees. If work environment provide favorable field to meet the needs of employees and provide a mechanism that employees be in problem-solving situations and think about it then both these individuals and the organization, it will benefit.

2. Service Quality and Customer Satisfaction

Customer satisfaction is an important topic in service organizations that has high correlation with the quality of service. As improving the quality of service increases customer satisfaction. Increasing customer satisfaction will be led to behaviors such as commitment, loyalty, establish mutual beneficial relationship between the provider and the recipient of services, increasing the tolerance level of customer from service possible shortcomings and positive word of mouth advertising for the organization . Dabholkar & et al were examined the relationship between customer satisfaction and service quality. They showed that service quality precedes customer satisfaction. They were examined precede causes, consequences and causes the interface to provide a better understanding service quality and its relationship with customer satisfaction. They have developed a model that is based on four characteristics of service quality (reliability, personal attention, comfort and features), based on this model service quality leads to customer satisfaction and customer satisfaction result in behavioral intentions (Chi & et al, 2009).

3. Customer Satisfaction of Service Performance

Customer satisfaction is one of important and vital issues for today's organizations. Nowadays the failure or success of any organization is determined based on customers' satisfaction of products or services. Customer satisfaction increase customer loyalty and loyal customers spend more money to buy products or services of organization, encourage others to purchase from organization and are willing to pay higher costs for the purchase organization products. Additionally, customer satisfaction increase to repeat purchases and reduce customer complaints. Satisfied customers have less sensitive to price, they buy byproducts and are less influenced by competitors and are more loyal.

The success of all organizations and institutions, such as manufacturing or services, profit or nonprofit, public or private is influenced by several factors that one of most important of them is customer satisfaction to achieve excellence in business. Nowadays, customer satisfaction is one of the basic requirements for quality management systems and excellence models. Customer is often in service delivery and existing defects can be directly observed. This is indicating sensitivity due to improve quality in the field of service (Ashill et al, 2008).

4. The Relationship between Employee Satisfaction and Customer

When companies are looking for ways to improve customer service delivery, try to devote more facilities to customers and their needs are resolved quickly. But intelligent and future-oriented organizations on how to behave and communicate with staff before any action can be revised and will satisfy them in the first step. Studies show that employee satisfaction means customer satisfaction. Satisfied employees feel more committed to the organization and customers. Employees, who are satisfied in their jobs, will likely to bring success for employers.

In the past fourteen years in the Canadian company I.B.M has been conducted research to assess the level of customer satisfaction and employees annually. Result of research show that there is a direct correlation between employee satisfaction and customer. If employee satisfaction reduces, customer satisfaction also will reduce in six months, hence the need to act quickly to resolve this problem in order to improve employee satisfaction since decline customer satisfaction. Customer dissatisfaction may be due to decreased outcomes of frontline employee (Chi &et al, 2009). Coopers & Librand in 1996 & 1997 by investigating many corporate concluded that there is a direct relationship between customer satisfaction and employees.

5. Management commitment to service quality

The basis of service quality definition is customer expectations and perceptions of service. Expected serve is same ideal service that indicating a level of customers expect service and customer perceptions is interpretation of customer from received service quality. Customer are evaluated the service quality by comparing service receive (customer perceptions) and the service expected (customer expectations). The aim of improving service quality is to minimize the gap between customer expectations and formed perceptions. SERVQUAL model is one of the models by analyzing the gap between customer expectations and perceptions, is trying to measure the level of service quality. Therefore, this model is known as the Gap Analysis Model (Parasuraman, 1988).

6. Effective Participation of Employees

Today among powerful forces governing organizations and institutions, participation is one of the vital factors, dynamics, and productivity in organizations that by creation of organizational network communication and by using idea and collective action makes a good move from organization current situation to the desired situation. In this case, the employees from marginalization and indifference and the role of a shadow in organization become to center of the organization (Solomon & Sandhya Sridevi, 2010).

Nowadays organizations are facing a dynamic and changing environment and hence need to constantly change and adapt. Therefore acquisition knowledge about factor facilitating organizational change is a very important. Employees can help to their organization by providing propose to improve processes and services, thus adapt to change (Leach & et al, 2009).

7. Management Commitment to Service Quality and Employee Participation

Researchers have showed the fact that management commitment to service quality is certainly affects service superior and also negligence to this may lead to failure of programs to improve the quality. Forrester (2000) suggested that evaluating employees from managerial project is suitable tool. According to research Babakus et al (2003) and Lytle & Timmerman (2006) management commitment to service quality will be determined through the emphasis management on education, empowerment and rewards. When management is committed to improving the service quality, employees will have more resources to education. Such training may retain employee skills in dealing with work problems unexpected and their competence in suitable propose to make decisions. In addition, employees can increase their control over various aspects of services. In this field, they enjoy more authority in their job and are given more responsibility to them in relation to problem solving and decision making related to service policy and service environment. Ultimately management may communicate between view of company and view of staff from service. When these views are related to employee welfare, employees would like to offer improving service. Accordingly, Employees through management view from service are directed to effective participation in customer service (Cheung & To, 2010).

8. Participative Management

Participative management is management style, which has had the greatest success in developed countries. In cases where the leaders decided to share with other members of their monitor, in fact is applied the participatory style. Participative management system is one of dynamic management systems and plays important role in human resource development and therefore in the process of national development. This system of management as optimal systematic and efficient in terms of both theoretical and practical have successfully passed tests and now in developed countries and developing countries are fully utilized and have appropriate role. Experts believe that risk of poor implementation of this system is very high. So if the system implement by using manage defects, the results can lead to weaken employee morale. Weakening the participative management is involving employees in the decision making process, invite everyone to take personal responsibility for improving the quality of their products and services and reward employee behavior that will satisfy their clientele and improves organizational performance (Davis, 2001). Participative management philosophy that implied the decision should be made so that the information within the organization and responsibilities can be delegated to the lowest class of its decision. One of

the strongest tools of participative management is recommendation system. In this system, anyone associated with the organization, including employees, customers and suppliers are given the opportunity to make recommendations of individuals or groups order to improve the organization and regarding the benefits (material or moral) receive right reward (Sarminah ,2011).

8.1. Impacts and Benefits of Participation and Participative Management

Hamadani (2000) impacts and the benefits participation and participative management stated as follows:

1- Social aspects of participation impacts: awareness of the goals and efforts to achieving them, increase creativity of employees, increasing futurist spirit of staff, staff cooperation to solve various problems of organization, cooperation of employee in organizational changes and increasing employee responsibility.

2- Economic aspects of participation impacts: higher cooperation in production, improving quality and quantity of production, waste reduction, optimal use of the equipment, cooperation in solving economic problems and reduce conflicts.

(Eboli, 2007) the benefits of participation found promotion and growth of products and services, diversifying products and services, supply conditions continuous improvement, increasing individual and organizational efficiency, increasing job security and mental, increasing employee and customer satisfaction, promote cooperation and collaboration method, enhancing motivation and spirit of work, reduced absenteeism and poor work atmosphere promotion spirit of creativity and innovation, and improving communication between managers and employees their interactions and relationships.

(Cole et al 2008), have noted several benefits to participation:

1 - Voluntary participation gives the best results and can lead to self-discovery and human integrity.

2 - Improving human capital through education encourages.

3 - Provide appropriate strategy for the integration of independent tasks.

4 - Makes it possible for employees to have share in improvement of work performance.

5 - Low levels of staff will be responsible for the maintenance and improvement of work processes.

9. Effective Employee Participation and Organizational Outcomes

Employee participation is defined as range that employees have a sense of control on their work. Employee participation shows job competencies and job autonomy and is closely linked with perceptions of service quality and job satisfaction. One of the predictions for better service performance is employee participation. Employee participation provides opportunities for employees to enhance their skills and it authorize to them about their job in order to enjoy work. Employee participation is human resources action that helps to employees in providing effective services. Effective participation provides opportunity in order to share information about to evaluate customers, solve problems and generate new ideas for employees. When customer demand is met, customer may allocate a higher level to service performance. Once employees effectively participate in decision-making they will more likely to hear comments in order to improve service performance. When senior

management listens to personnel comments and accepts comments, thus satisfies the self-actualization need of employees and have incentives to work hard in order to the customer expectations. Effective participation means that personnel have a certain amount of job autonomy. When personnel are empowered to performance independently and about customer make key decisions without management approval, they have control on their work and thus will lead to job satisfaction. Furthermore, effective participation in work provides opportunities for employees to interact with others. When staff offers are passed, they will enjoy this feeling of compliance. This will lead to greater job satisfaction (Cheung & To, 2010).

Table 1) Increased and decreased consequences of participation in positive and negative field of work

decreased consequences	**increased consequences**
-Reduce conflict, enmity in unsafe competition - Reduce supervision and monitoring - Lowering the need for discipline and punishment - Reducing waste and wasting raw materials - Reducing desertion, absenteeism and delays in work - Reduce stress and tension of work - Reduce customer dissatisfaction - Prevent repetitions	-High quality work and superior quality of work life Easy adopt change -Increasing morale and organizational loyalty - Create a sense of 'us' and unique identity. - High degree of tolerance towards others - Expanded opportunities for free expression of feeling and emotions and inner thoughts - Increase the peaceful relations between superiors and subordinates among colleagues - To increase motivation and interest to work

10. Conclusions

Generally it can be said to establish a participatory decision-making system requires measures which executive managers should consider them. Reinforce the goals, values and priorities, data transfer, define responsibilities, limits and expectations, defined decision-making process, training program participation, adjusted for organizational environments, creating a culture of participation, clarifying structure of participation are prerequisites that is very important in the success of participatory decision-making system. In order to improve the quality of customer service, management must provide invest in the development of employees through the job satisfaction of the employees and with effective participation of employees could provide better services to customers. Once employees effectively participate in decision-making, they will have more likely to hear comments in order to improve the performance of services. When senior management listen to employee views and accepted them, is satisfies for self-actualization need in employees and they have incentives to work hard in order to give the customer expectations. The increase in employment qualified, effective participation means that Employees have a certain amount of job autonomy. When employees have power to performance independently and make key decision about customer

without management approval. They have control over their work and thus will lead to job satisfaction.

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