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ANALYSIS OF SATISFACTION WITH A PARTICIPATION IN ORGANIZATIONS

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Abstract

The paper is aimed at the problem of participation in organizations. The theoretical framework of empirical analysis is based on the model of Sashkin, that is defined in four areas of participation: 1. establishment of goals, 2. decision-making, 3. problem solving, 4. development and implementation of change. The research design was constructed as differencies testing between 1. importance (need) of participation (preferred state) and 2. satisfaction with opportunities for participation (real state) – MANOVA (2 x 8-9).

Keywords: satisfaction, organizations, participation

1. THEORETICAL FRAMEWORK OF ANALYSIS

Many definitions of the participation exist currently in the field of organizational analyses. But, it is necessary to understand small differences between them.

"Generally among most used definitions belong those oriented on: 1. division of influence (Mitchell, 1973), 2. common decision-making (Locke a Schweiger, 1979), 3. level of employee involvement in deciding process (Miller & Monge, 1986). New definition are developed continually. E.g. Vandervelde (1979) suggests that "participation shall be exactly defined as ... who, what, when and what kind of involvement aspects" while Neumann (1989) defines the participative decision-making as "structures and processes for organizing of

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indi-vidual autonomy in the context of group responsibility, connected with system impact"(Glew et al., 1995).

Participation remains mystery construct says Glew et al. (1995) and incline towards the opinion that there is no generally accepted definition, nomologic net of indicators and consequences or standard research framework related to participation. In the last years it seems that the participation has become more and more vague construct appropriate to its undetermined relation to newer constructs such as delegation of rights or team work.

Participation on its own can mean whatever. Participation is according to Kahn con-sidered as organizational change interfering directly the process, that means informal or free role behaviour and interfering indirectly the structures that means formal role behaviour. (Sashkin, 1976)

Glew et al. (1995) define participation as conscious and intentional effort of individuals on the higher level in organization to provide obvious role or expansion of opportunities for individuals or groups on the lower level in organization to provide larger voice in one or more areas of fulfilment of organizational goals. Glew thinks that structure framework, presented on the Figure 1. introduces useful measure for using of our knowledge about participation. This structure framework reflects how should be the process of participation realized in most of the organizations. Basis is almost definitely an expected benefit from the participation on the side of organization or particular manager. That means that top management may decide for the whole organization or individual managers can decide for their specific department to implement "participation" (in one form or other) with
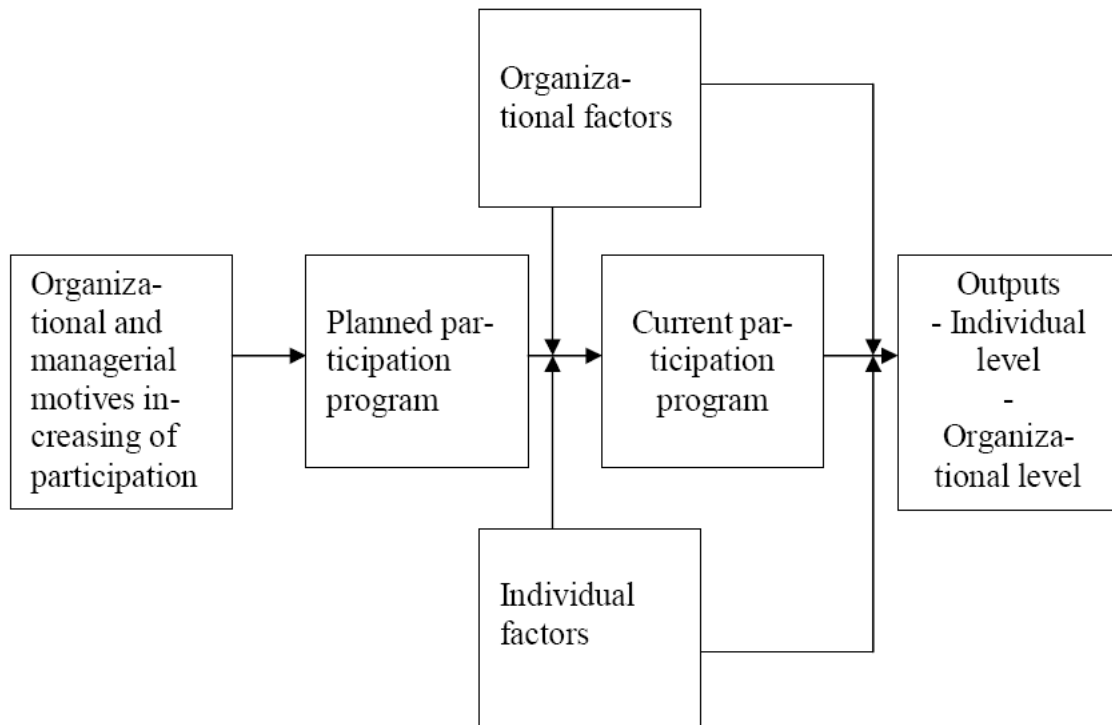

Figure 1. Structural framework of participative process

intention to reach expected result such as increasing of effectiveness, morality, motivation, quality or overall organiza-tional effectiveness and competitiveness. These results serve as motives for managers for increasing of participation within their organizations or departments (Glew et al., 1995).

Top managers or managers of departments are further according to Glew able to develop structural framework which describe thought participation program. They are also able to plan implementation strategy for the program, intervention or change. Programs may contain larger employee rights at deciding, implementation of team work, attempts for delegation of rights, individual changes or related to behaviour patterns within the organization. Certain individual differences such as level of skills, preferences, attitudes and personal factors may also influence how the participation will be applied in the organization. (Glew et al., 1995)

2. TYPES OF PARTICIPATION

Sashkin (1976) distinguishes four participation approaches, he is not satisfied with Lowin´s comprehension of participation as a "participation decision-making" which contains all participation approaches.

Conclusions of work of Cotton et al. (1988) who consider participation for participation at deciding have come to two basic statements:

a) Participation can have many different forms (e.g. short-term or long-term, formal or informal, direct or indirect)

b) Effects of participation on satisfaction and efficiency vary according to form of participation.

Sashkin (1984) suggests that "organizations can apply participation methods in four primary areas: determination of goals, decisionmaking, problem solving, and performance of changes in organization. It seems like the organizational philosophy related to participation influences which program, will be adopted and in which extension" (Glew et al., 1995).

Shaskin defines four forms of participation approaches which can be applied in organizations:

a) participation by establishment /definition/ of goals

b) participation by deciding defined as selection of prestated possibilities

c) participation on solution of problems sometimes referred to as "unplanned"

d) participation by development and implementation of change in organization (Shaskin, 1976).

Different types and methods of participation interfere according to Sashkin various employees, works on different principles and have different types of outputs. Figure 2. shows some of main hypothetical causal chains which connect participation types and outputs.

Cotton et al. (1988) focused specifically on participation by deciding. Proposed types of participation were established on basis of five attributes which are: (1) formal versus informal participative deciding, (2) direct versus indirect participative deciding, (3) short-term versus long-term participative deciding, (4) level of employee influence in decision process, (5) content of decisions. On basis of these attributes authors developed six categories of participation:

a) participation on working decisions

b) consultative participation

c) short-term participation

d) informal participation

e) employee "ownership"

f) representative participation

Sashkin emphasizes four types of participation: a) improved quality, better flow and using of information can explain tasks and goals and can also produce qualitatively better decisions, problem solutions or plans for changes, b) increasing of employee involvement and increasing of goals acceptation by employees, decisions, problem solving or changes through "ownership" (that means to be included in setting of goals, deciding, problem solving, making changes), these outputs increase the possibility that the goals etc. will be successfully implemented c) support of participation approach and continuation of its effects during the time as a result of learning through behavioural practices d) increasing of adaptive capacity of organization, development of common standards and values can lead to more effective usage of mutual relationships of dependence between members of organization trough organising process based on collaboration. (Sashkin, 1976)

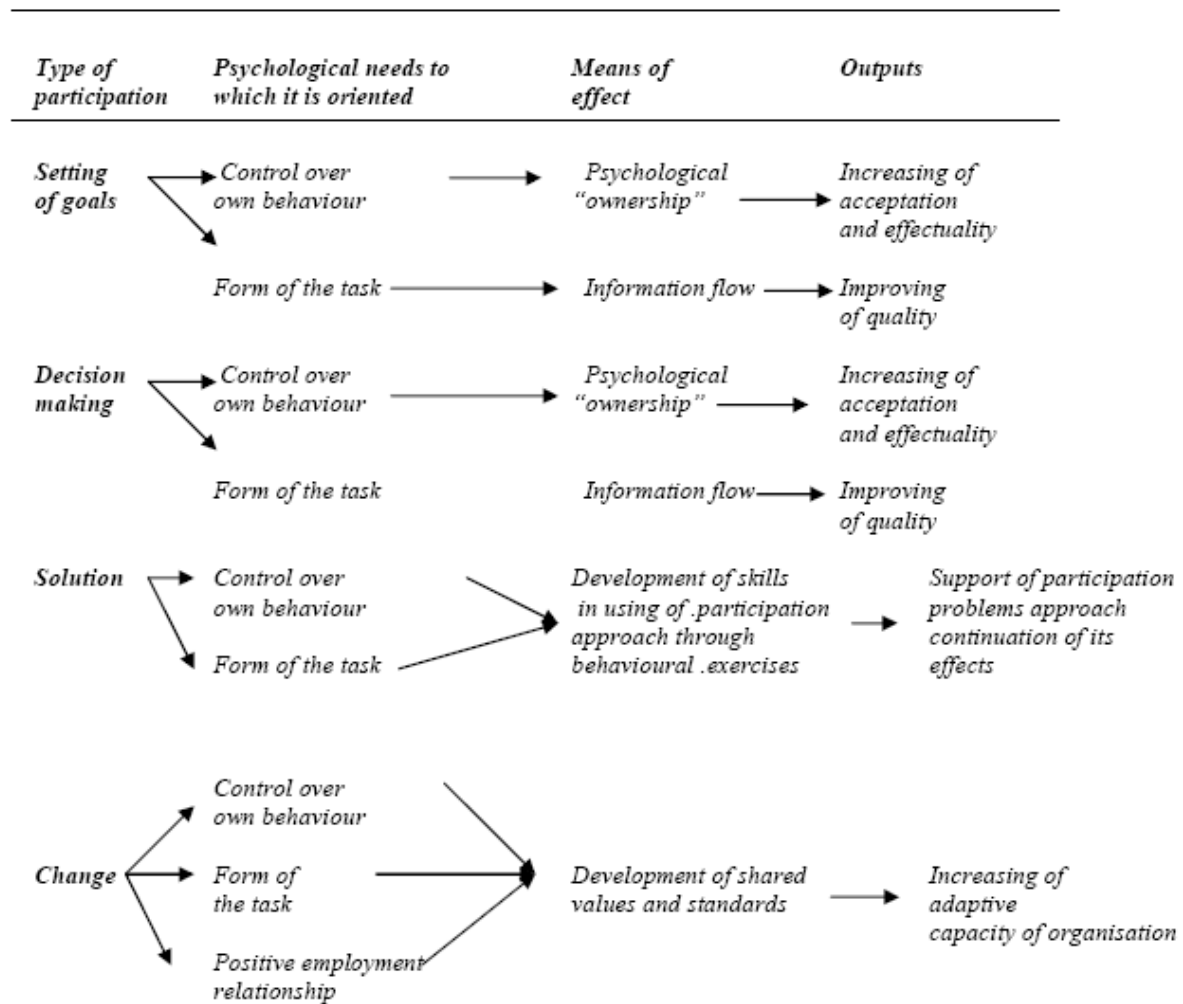Four types of participation proposed by Sashkin (1976) differ mainly in the fact that

Figure 2. Postulate causal chains of direction, operations and outputs of various participation types

setting of goals and deciding work exclusively through "ownership" and through the way of flow of information and lead to satisfying outputs (increasing the acceptance or improving quality), while the participation by deciding and participation by change works with additional resources and leads to process outputs (content outputs). Analyse (see Figure 2.) is basement for real contingency model of participation. Using this analyse as structural framework consid-ered are contingency factors which soften (facilitate or counteract) occurrence of postulate causal chains. (Sashkin, 1976)

Goals of the analyses are:

To find the character of differences in participation assessment between wished and factual state on the monitored levels:
- establishment and formulation of goals in organization
- decision-making
- solution of problems
- performance of change

3. METHOD

For the analysis of employee satisfaction with opportunities for participation was used Methodology OP–1, structured in two blocks: 1. demographic characteristics and 2. participation.

Participation was in organizations monitored on two levels:
1. importance (need) of participation (preferred state)
2. satisfaction with opportunities for participation (real state)

For wished and real state were developed sublevels of participation - on basis of Sashkin typology of participation approaches – identical for both levels, functional as indica-tors of participation in organizations:

- participatrion on development and formulation of goals
- participation on decision-making
- participation on problem solving
- participation on performance of change.

Sublevels contained in operationalization 8-9 items when individual item introduces attributes and activities which characterized way of participation, i.e. its assessment by respondents in relation to importance (need) of participation and in relation to satisfaction with opportunities to participate. System of items divided in four sublevels was for wished and real state of participation identical.

Task of respondents was to assess by using of 7-point scale (1 = very important or satis-fied, 7 = definitely unimportant or unsatisfied) the need or satisfaction in relation to participa-tion according to submitted items – attributes and activities which characterized way of par-ticipation on particular sublevels. Considering direction of scale – the lower score the higher level of

Table 1. Consistency of the sample

Level	Sublevel	Crombach's Alpha
Importance (need) of participation	development and formulation of goals	0,91
	deciding	0,90
	problem solving	0,90
	performance of change	0,92
	total	0,96
Satisfaction with the opportunities for participation	development and formulation of goals	0,95
	deciding	0,96
	problem solving	0,94
	performance of change	0,97
	total	0,98

importance or satisfaction.

For analyse were used primary data (average score for individual items) and transformed data (averaged score for individual sublevels and levels).

According to results of reliability the sets of measured items are consistent for the level of wished state as well as for the level of satisfaction.

For processing of empiric data were used the methods of descriptive statistic, method of differential statistic – multidimensional analysis of variance - MANOVA (2 x 8-9) in re-gime of repeated measure (inter-subject factor = participation in two variants: 1.wished state, 2. satisfaction)

4. RESEARCH SAMPLE

Research sample was made of public service employees working in organizations situated in the region Košice – city. At selection of respondents was considered selected mark – membership of organization to civil service or local authority.

Terrain gathering of empiric data was made in period since half of the March until half of the April 2007. Research sample was

Table 2. Structure of research sample according to sex and age (in row %)

SEX	AGE						TOTAL
	21-25	26-30	31-40	41-50	51-60	over 60	
Male	3,23	20,97	16,13	22,58	30,65	6,45	100,00
Female	2,63	15,79	16,67	36,84	28,07	0,00	100,00
TOTAL	2,84	17,61	16,48	31,82	28,98	2,27	100,00

Table 3. Structure of research sample according to sex and education (in row %)

SEX	Education			TOTAL
	Secondary specialized with leaving exam	Secondary with leaving exam	University	
Male	11,29	3,23	85,48	100,00
Female	23,68	6,14	70,18	100,00
TOTAL	19,32	5,11	75,57	100,00

Table 4. Structure of research sample according to sex and level of public service (in row %)

SEX	Levels of public service		TOTAL
	Civil service	Local authority	
Male	67,74	32,26	100,00
Female	57,02	42,98	100,00
TOTAL	60,80	39,20	100,00

Table 5. Structure of research sample according to sex and work position (in %)

SEX	Work position		TOTAL
	senior	junior	
Male	25,81	74,19	100,00
Female	15,77	84,21	100,00
TOTAL	19,22	80,68	100,00

made by 176 respondents. From the overall number of employees 60.8% was employed in civil service and 39.2% in local authority. Data gathering was made in selected organizations:

- Regional bureau in Košice (Krajský úrad v Košiciach)
- Employment and social affairs office, Košice (Úrad práce, sociálnych vecí a rodiny, pobočka Košice)
- Magistrate of the Košice city (Magistrát mesta Košice)
- Košice self-governing bureau (Úrad košického samosprávneho kraja).

5. RESULTS

Key line in analyses of problem of participation leads to comparison of wished and current state of satisfaction level. Submitted items enable in operationalization to monitor more concrete characteristics of participation mechanisms.

Overall effect of researched differences according to data stated in the Table 6. shows that differences between wished and current state on all four levels is on statistically significant as well as in total effect. Found differences are most important on the level of formula-tion and development of goals (F=99.06, p=0.00), slightly less on the level

Table 6. Differences in assessment of participation with regard to wished and current state on individual levels (MANOVA)

SUBLEVELS	F	p	Mean	
			Wished state	Current state
Development and formulation of goals	99,06	0,00	0,02	3,15
Deciding	78,76	0,00	2,12	3,12
Problem solving	65,55	0,00	2,12	3,10
Performance of changes	67,52	0,00	2,26	3,28
total - levels	90,77	0,00	2,13	3,16

Table 7. Differences in assessment of wished and current state of participation on sublevel – development and formulation of goals

Development and formulation of goals	F	p	Mean	
			Wished state	Current state
Be permanently informed about intentions and goals	79,33	0,00	1,93	3,20
To have available overview of current problems k of the workplace related to goal achievement	87,37	0,00	1,94	3,13
To know the relations connected with successful (un-successful) achieving of goals on the workplace	80,63	0,00	2,06	3,23
To have possibility to express opinion to individual intentions and goals	63,27	0,00	2,06	3,16
To participate on development of goals for workplace	46,18	0,00	2,20	3,12
To have information about efficiency of my proposals	62,02	0,00	2,02	3,18
To know that management respect my ideas about goals	63,06	0,00	2,02	3,20
To know that I can openly inform about my ideas	63,84	0,00	1,93	3,03

of deciding (F=78.76, p=0.00), at least on the level of problem solving (F=65.55, p=0.00) and performance of changes (F=67.52, p=0.00).

Analyses of difference scattering in assessment of participation with regard to wished and current state overall shows to statistically significant differences (F=90.77 a p=0.00) between what can be understand as "need to participate on deciding" and its real satisfaction. Mean score (total average score)

for "wished" and "current" state shows that the need to par-ticipate is definitely higher (M=2.13) than satisfaction with its current state (M=3.16). Both values are still situated in positive spectrum of 7 point scale.

On sublevel "development and formulation of goals" is for the employees most important "to be permanently informed about intentions and goals" (M=1.93) and „to know that I can openly inform about my ideas" (M=1.93). In assessment of current

Table 8. Differences in assessment of wished and current state of participation on sublevel – decision-making

Deciding	F	p	Mean	
			Wished state	Current state
To know current questions about which is decided on the workplace	72,26	0,00	1,95	2,99
To have enough necessary information regarding events about which is decided	92,71	0,00	1,87	3,05
To have overview about important events which lead to making of decisions	91,86	0,00	1,90	3,12
To have possibility to comment procedures at deciding	26,50	0,00	2,35	3,13
To submit proposals for corrections in deciding	43,38	0,00	2,23	3,13
Openly express discontent with deciding	28,74	0,00	2,32	3,15
To know role of my proposals at deciding	58,78	0,00	2,21	3,21
To have opportunity to watch reaction of management on my activity	44,30	0,00	2,73	3,18
To feel that my involvement at deciding is requested and expected	65,68	0,00	2,03	3,19

Table 9. Differences in assessment of wished and current state of participation on sub-level – problem solving

Problem solving	F	p	Mean	
			Wished state	Current state
Regularly gain true information about way of solution	72,87	0,00	1,96	3,03
To have overview about circumstances which influence the problem solution	48,51	0,00	2,22	3,10
To know measures, procedures for problem solution	66,31	0,00	1,99	2,98
To may openly discuss about real circumstances of prob-lem solution at the workplace	77,51	0,00	1,86	2,99
To express discontent with problem solution	42,16	0,00	2,18	3,10
To be able to continuously watch interest in my opinion on solution of problems on workplace	37,25	0,00	2,32	3,18
To know that my critic was noticed at solution	33,45	0,00	2,31	3,17
To feel that my participation on solution is visible and known	42,13	0,00	2,18	3,09

state is not significantly differentiated (on level of individual items).

"Participation at deciding" is for employees attractive mainly if it means "enough necessary information regarding events about which is decided" (M=1.87) but also procedural aspects of deciding such as "to have overview about important events which lead to making of decisions" (M=1.90). Satisfaction with "current" state is relatively highest in the items focused on degree of informedness, at least are employees satisfied with degree of proposal acceptation or way of involvement acceptation.

Monitored sublevels show in differences between "wished" and "current" state of participation in organization some specifics. Significantly biggest are these differences on the sublevel "development and formulation of goals" where the lowest mean score at all was measured (the biggest need) in comparison with other monitored sublevels (M=0.02) when M for "current" state = 3.15. It means that these employees feel significant disproportion between their attempt to participate on "development and

formulation of goals" or development of organizational strategies and real possibilities to participate in this sphere.

Need to participate on problem solution is demonstrated at employees by as most important in relation to possibilities "openly discuss" about real circumstances of problem solution at workplace" (M=1.86), significantly less important is attempt to watch the feedback and interest in their participation. Most significant difference between "wished" and "current" state was found in relation to continual "supply" of true information.

Participation on "problem solving" and "deciding" are sublevels which show very similar score and similar character of differences between "wished" and "current" state when "current" state is significantly less satisfying as expressed importance of this form of participation.

For employees at least significant is need to participate on realization of changes in organization (M=2.26) when at the same time level of the attempt satisfaction is comparing to other sublevels lowest – measured was the highest score (M=3.28).

Table 10. Differences in assessment of wished and current state of participation on sublevel – performance of change

Performance of change	F	p	Mean	
			Wished state	Current state
To have always objective information about changes	58,65	0,00	2,06	3,13
To know about all what causes changes on the workplace	63,41	0,00	2,29	3,35
To know the essence and character of any change	57,97	0,00	2,35	3,44
To be able to submit proposals for performance of changes	37,21	0,00	2,43	3,25
To participate on creation of environment where positive changes are welcomed and requested	66,23	0,00	2,10	3,15
To express criticism regarding performance of changes on the workplace	46,84	0,00	2,22	3,23
To know that my opinion to changes is respected	48,13	0,00	2,24	3,27
To know that my input to changes was appreciated	48,64	0,00	2,36	3,37
To feel that my support of changes is expected	47,59	0,00	2,33	3,34

Obviously lowest is the need to participate on realization of changes on workplace, average score measured for all items of this sublevel in total higher than at other sublevels. Significantly lowest is the need to "submit the proposals for performance of change" (M=2.43) but also attempt to gain the appreciation and respect for initiation of changes is lower. Significantly biggest difference between "wished" and "current" state was identified where participation of employees is oriented to "establishment of environment where positive changes are welcomed and required". Overall significantly lower is also the level of satisfaction with "current" state of opportunities to participate on realization of changes in organization.

6. CONCLUSION

Analyses of selected aspects of participation in organizations, in application of Sashkin model of participation showed that statistically highly significant differences between "wished" and "current" state on all sublevels and also at individual operationalized items. Need of employees to participate is relatively high. According to measured score it can be observed that current state of saturation of this need is lower bur definitely serious or alarming as M values are still within positive spectrum of 7-point scale.

АНАЛИЗА ЗАДОВОЉСТВА УЧЕШЋЕМ У ОРГАНИЗАЦИЈИ

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Извод

Овај рад се бави проблемом учешћа у организацији. Теоријски оквир емпиријске анализе се заснива на моделу Сашкин-а, који се заснива на четири области учешћа: 1. успостављање циљева, 2. доношење одлука, 3. решавање проблема, 4. развој и имплементација промена. Истраживање се заснива на тестирању разлика између: 1. значаја (потребе) за учешћем (жељено стање) и 2. задовољства са шансама за учешћем (стварно стање) – МАНОВА (2 x 8-9).

Кључне речи: задовољство, организације, учешће

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