EMPLOYEE PARTICIPATION IN DECISION MAKING AND EMPLOYEE JOB SATISFACTION: THE MODERATING ROLE OF EMOTIONAL INTELLIGENCE

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ABSTRACT

This research study investigated the relationship between employee participation in decision making, emotional intelligence and employee job satisfaction, and the extent to which emotional intelligence moderated the relationship between employee participation in decision making and employee job satisfaction. The study was conducted on 383 banking sector employees working in J&K, India. Results posited that employee participation in decision making and emotional intelligence had significantly positive influence on employee job satisfaction, with emotional intelligence having higher impact. Emotional intelligence also moderated the relationship between employee participation in decision making and employee job satisfaction. The study implications and limitations were discussed.

Keywords: Jammu & Kashmir, emotional intelligence, participation in decision making, employee job satisfaction.

INTRODUCTIONS

Employee job satisfaction has been linked to various management tactics, personal psyche, personal outcomes and higher performance. Employees' job satisfaction has been operationalised as the likes or dislikes and/or feelings of an individual towards his/her job on the basis of his/her job experience(s) (Khan, Nawaz, Aleem, & Hamed, 2012). There is a considerable evidence that employees who participate in decision making of an organisation are highly satisfied (Goñi-Legaz, & Ollo-López, 2017). There is also evidence that employee job satisfaction is affected by emotional intelligence of employees. For example, higher emotional intelligence of employees results in higher employee job satisfaction (Wen, Huang, & Hou, 2019).

The concept of emotional intelligence (EI) is important for understanding the relationship between employee participation in decision making and employee job satisfaction. EI is the "ability to monitor feelings and emotions of one's own and others', to discriminate among them and to use this information for guiding one's thinking and emotions" (Huy, 1999). It embroils a rational appraisal of feelings and emotions that the individual and his/her organisation has on each other. The individual's perception of positive relationship results in a good fit between his/her and organisational feelings and emotions.

Though the literature confirms the relationship between employee participation in decision making and employee job satisfaction, yet there is paucity of research related to the potential direct or moderating influence of emotional intelligence on employee job satisfaction. So, this study attempted to investigate the association between employee participation in decision making and job satisfaction of banking personnel serving in J&K, India. It also examined whether emotional intelligence moderates the association between employee participation in decision making and employee job satisfaction, as well as evaluated the direct relationship between emotional intelligence and employee job satisfaction of banking personnel working in J&K, India.

LITERATURE REVIEW AND HYPOTHESES

Extensive literature survey lead to the formulation of study model. The proposed model of the study is based on three variables namely, employee participation in decision making, emotional intelligence and employee job satisfaction

EMPLOYEE PARTICIPATION IN DECISION MAKING & EMPLOYEE JOB SATISFACTION

Employee participation in decision making is a management practice that brings positive feeling among the employees towards their organisation/ employer (Elele, & Fields, 2010). The inclusion of employees in organisation's decision making enhances employee morale, job satisfaction and finally increases organisational productivity and performance. The linkage between employees' engagement in decision making and their job contentment has been proposed in the prior studies. The organisations ensuring high participation of employees in decision making usually reap the fruits of high employee job contentment (Ornoy, 2010), effective decision making (Miller, & Monge, 1986), development of milieu of trust, high quality decisions (Cole, 1990; Filley, House, & Kerr, 1976), among others, which also develops capacity and capability of the greatest capital of an organisation, human resource (Scott-Ladd, Travaglione, & Marshall, 2006). For instance, the organisations endowing adequate participation to employees in decision making often experience highly satisfied employees (Goñi-Legaz, & Ollo-López, 2017). We propose the following hypothesis based on the extensive literature review:

Hypothesis1: Employee Participation in decision making positively influences employee job satisfaction.

EMOTIONAL INTELLIGENCE & EMPLOYEE JOB SATISFACTION

Emotional intelligence is the "ability to monitor feelings and emotions of one's own and others', to discriminate among them and to use this information for guiding one's thinking and emotions" (Huy, 1999), "the ability to perceive accurately, appraise, and express emotions; the ability to access and/ or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth" (Salovey & Mayer, 1990). Emotional intelligence is a novel and hook area of modern day research which plays a pivotal role in various key areas of business and

management including management of human resources, job satisfaction, personal outcomes, among others. The role of emotional intelligence in enhancing satisfaction level of employees towards their job has attracted researchers and has become emerging domain of business research. There is a superfluity of literature available on the relationship between employees' emotional intelligence and job satisfaction because of its positive impact on overall productivity and performance of organisations. Job satisfaction and emotional intelligence of employees move in a same direction (Wen, Huang, & Hou, 2019) and employees high on emotional intelligence possess the capability to identify, understand and regulate the feelings of frustration and stress (Cooper, & Sawaf, 1997) and their performance is positively attractive (Afolabi, Awosola, & Omole, 2010) which also positively affect their job satisfaction (Sony, & Mekoth, 2016). Hence, the following hypothesis was propounded on the basis of above literature:

Hypothesis 2: Emotional intelligence positively influences employee job satisfaction.

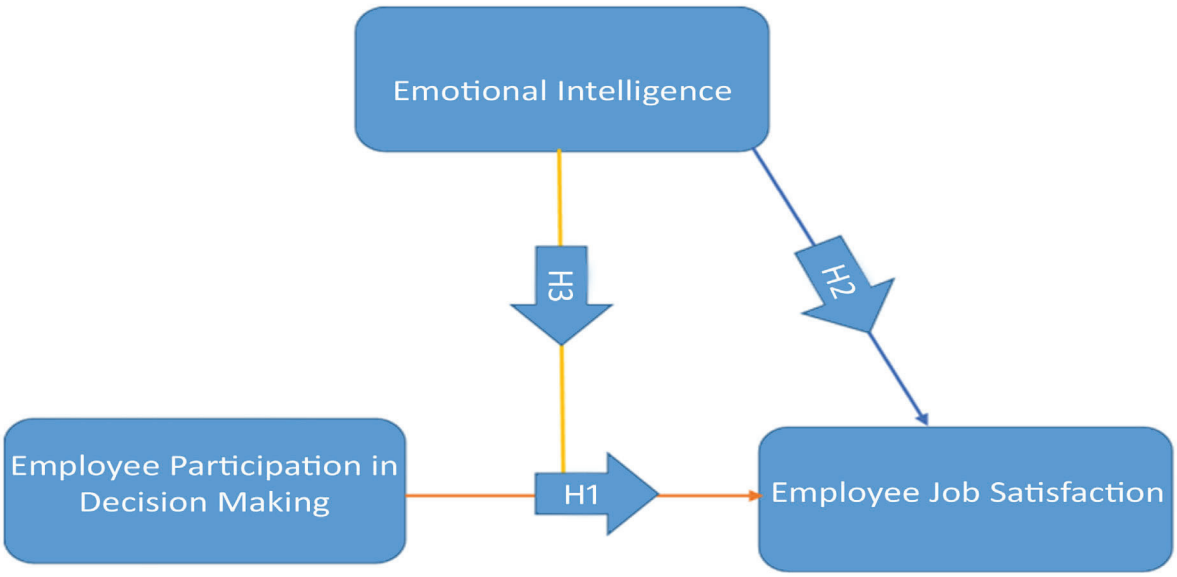
MODERATING EFFECT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PARTICIPATION IN DECISION MAKING AND EMPLOYEE JOB SATISFACTION

By emotional intelligence, this study means EI is "the subset of social intelligence that contains the ability to manage one's own or others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (Reus, & Liu, 2004). Emotional intelligence is a catchy area in management research and significantly influences job contentment among employees' and thereby performance of an organisation. The main proposition of the present study is grounded on the notion that high emotional intelligence and employee participation in decision making will enhance the quality of business decisions which eventually will result in high employee job satisfaction. The present study argues moderating role of EI in the proposed model. The argument is based on the fact that employees high on EI effectively capitalise decision making avenues to attain individual vis-a-vis organisational goals (Rausch, Hess & Bacigalupo, 2011) which enhances their job contentment/satisfaction (Goñi-Legaz, & Ollo-López, 2017).

Hypothesis3: Emotional intelligence moderates the relationship between employee participation in decision making and employee job satisfaction, such that the relationship between employee participation in decision making and employee job satisfaction is high when emotional intelligence is high.

The research framework for the current study was developed on the basis of extensive literature review, as presented in Figure 1.

Figure 1: Hypothesized Model



METHOD

Sample

The data for the present study was obtained from employees working in public and private sector banks located in Jammu & Kashmir, India. The sampling technique used in the present study was random sampling. The sample size for the present was 379 based on Krejcie & Morgan Table (Krejcie & Morgan, 1970). The questionnaires were distributed among 400 respondents keeping in view attrition rate (5.5% approx.). The response rate was 98% i.e., 392 out of 400 questionnaires were received back. The questionnaires found to be effective for analysis were 383 after removing unengaged and incomplete responses.

Procedure

The data collection was performed by means of a structured questionnaire. The targeted respondents were informed about the intent of survey and they were also assured about the confidentiality of information.

Measures

The present study consisted of three variables. The 5-point scale was employed to measure all the study variables wherein 1 represents Strongly Disagree and 5 means Strongly Agree. The adopted questionnaire consisted of five items for employee PDM (Kahnweiler, & Thompson, 2000), five items for employee job satisfaction (Atteya, 2012), and four items for emotional intelligence (Wong, & Law, 2002) exhibiting reliability coefficient of 0.955, 0.958, and 0.964 respectively. SPSS 23.0 was employed to create groups on the basis of Low emotional intelligence and High emotional intelligence. The two groups were as: 'Low EI' (n= 165, mean= 3.018, range= 1-5), and 'High EI (n=218, mean=4.117, range= 1-5).

RESULTS

Analysis: Preliminary

SPSS 23.0 and AMOS 22.0 was employed to analyse the data (Jöreskog & Sörbom, 1996). The latent factors were identified by employing exploratory factor analysis (EFA) which were then established with confirmatory factor analysis and finally hypotheses were tested by employing structural equation modelling (SEM). The Cronbach's alpha was calculated independently for all three variables to confirm reliability. The reliability was satisfactory as (See Table 1) Cronbach's alphas exceeded the acceptance level of 0.7 (Nunnally, 1978).

Three factors were identified during EFA (See Table 1). The loadings for all the factors were above the minimum acceptance level 0.50.

Table 1: Summary of EFA Results

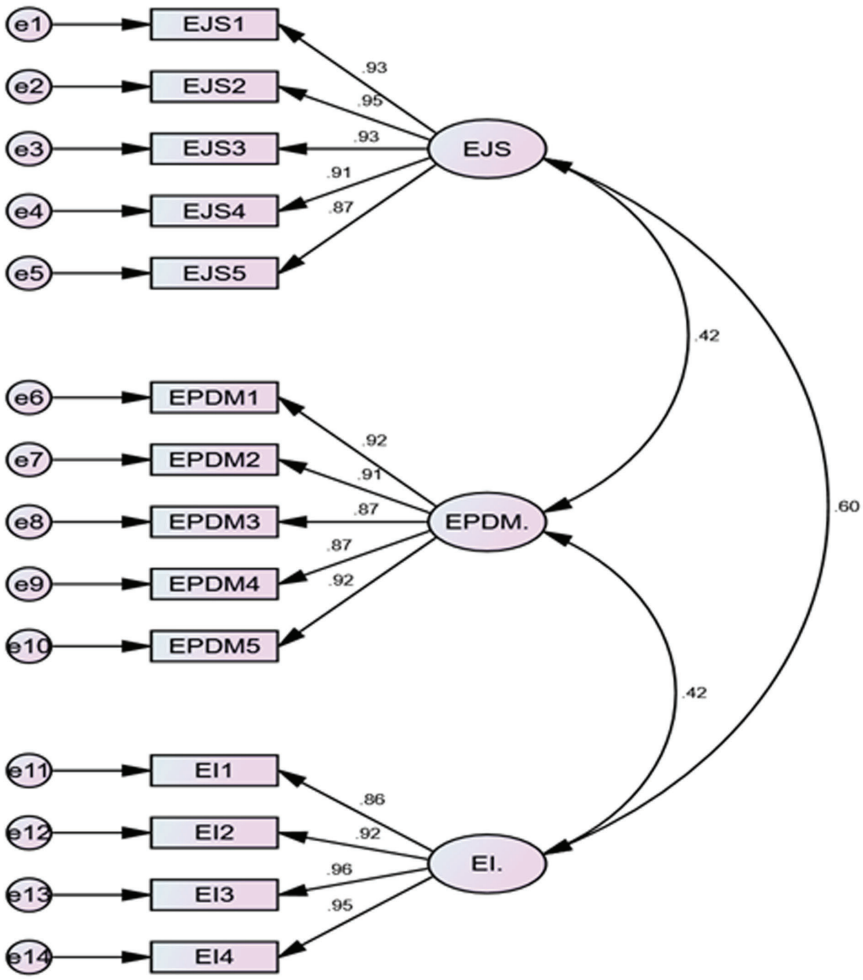
Factor	Items	Factor Loadings	Cronbach's Alpha Coefficients	Communalities	Variance Extracted	KMO
EMPLOYEE PARTICIPATION IN DECISION MAKING			0.955		55.452	0.911
	EPDM1	0.908		0.869		
	EPDM2	0.892		0.873		
	EPDM3	0.863		0.813		
	EPDM4	0.887		0.820		
	EPDM5	0.909		0.872		
EMOTIONAL INTELLIGENCE			0.958		19.667	0.911
	EI1	0.879		0.843		
	EI2	0.893		0.903		
	EI3	0.896		0.919		
	EI4	0.856		0.903		
EMPLOYEE JOB SATISFACTION			0.964		12.079	0.911
	EJS1	0.883		0.896		
	EJS2	0.890		0.913		
	EJS3	0.900		0.893		
	EJS4	0.879		0.868		
	EJS5	0.863		0.823		

Note: EPDM=Employee Participation in Decision Making; EI=Emotional Intelligence; EJS=Employee Job Satisfaction

SUMMARY OF CFA RESULTS

The model fit indices were calculated to ensure the construct validity between latent variables and their summative subscale variables (Kline, 1998). The CFA results exhibited factor loadings above the threshold level of 0.60, and the fit indices also meet the recommended criteria (Kline, 1998) as: (CMIN= 187.77, DF=74, CMIN/DF = 2.538, GFI = 0.899, TLI= 0.963, CFI = 0.970 and RMR = 0.048, RMSEA=0.083). The hypothesized model fits the data very well which was indicated by measurement model, providing confirmation regarding the distinctiveness of employee participation in decision making, emotional intelligence and employee job satisfaction.

Figure 2: Measurement Model Reliability and Validity



RELIABILITY AND VALIDITY

The convergent and discriminant validity of the constructs used in the study were verified by employing average variance extracted (AVE) which was above the minimum acceptable limit of 0.50 (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Convergent validity is again supported by composite reliability which is greater than AVE (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). Discriminant Validity refers to the degree to which constructs differ from each other and is ensured when square root of AVE exceeds the inter construct correlation (Fornell & Larcker, 1981). Adequacy of convergent validity, discriminant validity and reliability of measurement model can be seen in Table 2. The CFA & EFA results depicted consistency. The below given Table confirms composite reliability as all the values exceed the benchmark of 0.70. The unidimensionality was confirmed by employing

Cronbach's alpha coefficient. Reliability of the measures is adequate as the values fall above the threshold level of 0.70 (Fornell & Larcker, 1981).

Table 2: Summary of Reliability and Validity

	CR	AVE	MSV	EPDM.	EJS.	EI.
EPDM.	0.955	0.809	0.176	0.899		
EJS.	0.965	0.845	0.362	0.419	0.919	
EI.	0.958	0.851	0.362	0.415	0.602	0.922

Note: EPDM=Employee Participation in Decision Making; EI=Emotional Intelligence; EJS=Employee Job Satisfaction; CR=Composite Reliability; AVE= Average Variance Extracted; MSV= Maximum Shared Variance; ASV: Average Shared Variance

ANALYSIS: USING STRUCTURAL EQUATION MODELLING

The goodness of fit indices determined the adequacy of structural model. The fit of proposed model to collected data was exhibited by model fit indices which included (CMIN/dF =3.020 which should fall below 4 (Field, 2000), GFI = .885, CFI = .960 goodness measures of fit should be close to 0.90 (Hooper, Coughlan, & Mullen, 2008; Hu & Bentler, 1995) and RMR = .095, RMSEA= .022 badness measures of fit should be less than 0.10 (Bollen, 1989; Browne & Cudeck, 1993). The SEM technique is used to assess the relationship between an independent, moderating and dependent variable. The below given tables (See Table 3 & 4) exhibit significant association between the study variables. All the set hypotheses are supported (See Table 3 & 4) as the below tables exhibit significant path coefficients.

Table 3: Results of Hypotheses Testing

Hypothesis	From	To	(ß) value	T- Value	Results
H1	EPDM	EJS	0.222	3.839***	Supported
H2	EI	EJS	0.540	8.680***	Supported

*** Significant at 0.001 level

Note 1: EPDM: Employee Participation in Decision Making, EI: Emotional Intelligence, EJS: Employee Job Satisfaction

In our analysis, employee participation in business making was found to have statistically significant influence on employee job satisfaction. The β, T and p values (0.222, 3.839 and 0.001 respectively) (Table 3) indicates positive influence of employee participation on job satisfaction of employees. Hence hypothesis (H1) is supported.

Hypothesis 2 was also supported which can be inferred from β, T and p values (See Table 3) which were 0.540, 8.680 and 0.001 respectively. From the above results, it can be deduced that emotional intelligence has a significantly positive impact on employee job satisfaction.

In hypothesis (H3), we proposed that emotional intelligence moderates the association of employee participation in decision making and job satisfaction of employees. In order to test this hypothesis, sample was divided into subgroups of High EI Group (56.9% n=218) and Low EI Group (43.1% n= 165). The results showed significant interaction. The β and t- Values also depict significant results (See Table: 4). Therefore, the findings support the hypothesis (H3) and signifies that the relationship between EPDM and EJS is high when emotional intelligence is high and vice-versa.

Table 4: Hypothesis testing: moderating effect

	Employee Participation in Decision Making	Moderator Variable		Employee Job Satisfaction	(β) value	T- Value	Test Results
		High EI (HEI)	Low EI (LEI)				
H2:	EPDM			EJS	222***	3.839	Support-ed
		HEI		EJS	.524***	8.422	
	EPDM	*HEI		EJS	.274**	4.658	

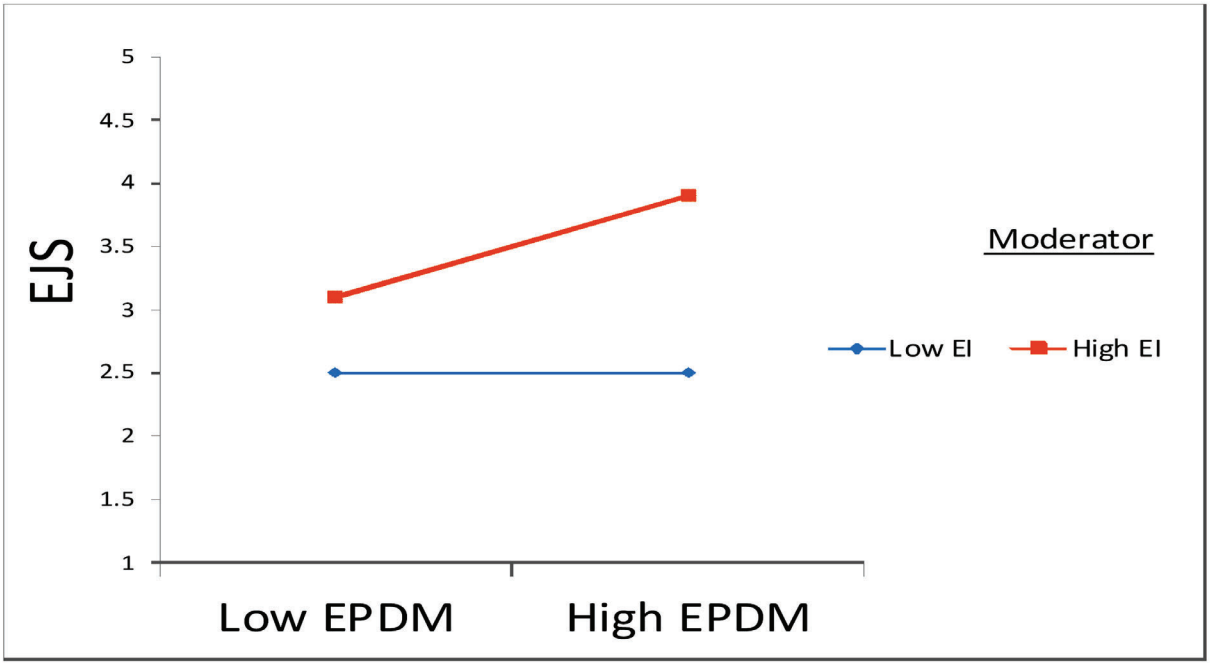
Note: Only significant results are reported in table.

EPDM= Employee Participation in Decision Making, HEI= High Emotional Intelligence, LEI= Low Emotional Intelligence, EJS= Employee Job Satisfaction, β =standard regression weights (labelled as beta in AMOS software), t-value represents C.R.

**p< 0.01

***p< 0.001

Figure 3: Summary of interactions between employee participation in decision making and emotional intelligence in predicting employee job satisfaction



Note 1: The above figure shows that emotional intelligence (EI) strengthens the positive relationship between employee participation in decision making (EPDM) and employee job satisfaction (EJS). **Note 2:** EJS= Employee Job Satisfaction, EI= Emotional Intelligence, EPDM= Employee Participation in Decision Making

The results of structural equation modelling analysis depict significant relationship between employee participation in decision making and emotional intelligence as the prognosticators of employee job satisfaction (Table 4). The interaction term (EPDM*EI) significantly predicts the dependent variable, employee job satisfaction (β = 0. 274, $p < 0.01$). Figure 3 depicts that employees possessing high EI can significantly enhance their job satisfaction level when given chance to participate in decision making. Moreover, Figure 3 depicts that When employees possess high emotional intelligence, the slope of association between EPDM and EJS is significantly positive. Hence, hypothesis 3 is supported.

CONCLUSION

The present study signifies the prominence of employee participation in decision making and emotional intelligence in predicting and promoting job satisfaction among the banking personnel under context. The present study has three fold objectives:

The first goal of the research paper was to assess the impact of employee participation in decision making on promoting job satisfaction among employees. The results suggest (Table3) significantly positive association between employee PDM and employee job satisfaction and, hence it can be deduced that more avenues for employee participation in decision making can enhance their job satisfaction.

Second objective of the present study was to investigate the impact of emotional intelligence on job satisfaction of employees. The results exhibited by Table 3 show significantly positive relationship between emotional intelligence and employee job satisfaction.

The third and basic purpose of the research study was to assess the moderating effect of emotional intelligence on the association of employee PDM and job satisfaction. The ⊠, t and p values show significantly positive results (Table 4) among the study variables.

Theoretical contributions

The findings of the current study posit that not all the predictors of employee job satisfaction are equally impactful. Overall, study relationships were found to be positive which signifies that all the predictors, used in this study, positively influenced employee job satisfaction. Unexpectedly, emotional intelligence was found to be having more influence on employee job satisfaction than employee participation in decision making.

Study Implications: Practical

The findings of the present study highlight the importance of considering emotional intelligence for human capital and organisation. Organisations should devise policies in such a way that emotional intelligence of employees is developed and polished positively so that it proves fruitful to both the individual and organisation. Higher job satisfaction is not only essential for employees well-being but also for the organisation (Bakotic, 2016). So, designing policies for developing emotional intelligence of employees may be more appropriately relevant in places like J&K, India, which lacks congenial work environment due to different disturbances (Sharma, Sharma & Waris, 2012).

Potential limitations and directions for future research

Though this research study made commendable contributions towards the existing literature but is still associated with some limitations which can be taken care-off in future studies. Firstly, the data was cross sectional in nature as it was collected at a particular point of time. Therefore, it cannot throw light on causality among the study variables. It paves way for future research to employ longitudinal design and focus towards causality among variables..

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