

Role of Demographic Factors on Employee Participation in Decision Making: A Statistical Approach

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Abstract

Purpose: The main purpose of this study is to find the influencing factors of employee participation and role of demographic factors on employee participation among Service Sector employees.

Design/methodology: The data has been collected from 425 respondents from Service Sector of Northern India. Using Exploratory Factor Analysis for finding the factors of employee participation. This study using simple random sampling technique for selecting the samples. This study using t- test and Analysis of variance for determining the role of different demographic factors on employee participation.

Findings: This study found the role of various demographic factors as Age, Gender, and marital status and qualification of respondents of employee participation. Employee commitment and motivation are raised when they participate in organisational decision-making through work delegation, staff meetings with senior management, and problem-solving teams. This study found that essential for increasing productivity at work, raising spirits, and giving workers a feeling of pride.

Implications: This study suggested that employee motivation and commitment by fostering a sense of ownership, belonging, and trust within the workplace. Active involvement in decision-making not only improves communication and collaboration between management and staff but also leads to better problem-solving and innovation.

Originality: Researching the influencing factor of employee participation and role of various demographic factors on employee participation. Employee participation play an important role in developing country. Determining the role of demographic profiles on employee participation that explore the opinions of respondents according to their age, qualification etc.

Keywords: Employee Participation, Demographic Profile, Productivity, Creativity, Work Delegation and Management.

1. INTRODUCTION

1.1 Background of Employee Participation

The concept of employee participation has gained prominence in organisational studies, reflecting a move away from traditional hierarchical management systems and towards more inclusive and democratic methods. This method involves employees actively participating in decision-making and problem-solving activities that impact their work and the organization's overall success. Research in human resource management and industrial relations has shown the benefits of employee participation in organisational choices, despite the fact that early management methods frequently placed an emphasis on top-down control. According to studies, involvement increases motivation, creates stronger commitment, improves communication, and increases mutual trust between management and employees. Employee engagement is becoming more widely acknowledged in today's knowledge-based and service-driven economy as a means of fostering innovation and organisational sustainability in addition to being a tactic for raising productivity and efficiency.

1.2 Importance of Employee participation in Human Resource Management /Organisational Behaviour

Because it improves organisational and individual results, employee participation is essential to organisational behaviour (OB) and human resource management (HRM). Decision-making involvement increases motivation, organisational commitment, and trust, which boosts output and lowers attrition (Triantafillidou&Koutroukis, 2022). By matching HRM procedures like training, performance reviews, and growth with workers' real requirements, it also improves employee engagement (Sharif et al., 2024). According to additional research, involvement fosters psychological ownership, job happiness, and well-being in addition to promoting creativity and successful change management (Nielsen & Randall, 2012). Businesses that give workers a say in workplace issues not only boost productivity but also foster a culture of cooperation and respect for one another. Employee engagement is therefore a strategic strategy in HRM and OB, not just a managerial tool, and it is necessary to maintain competitiveness in dynamic organisational situations. Employee motivation is increased when they have a say in goal-setting, action planning, and overtime and compensation arrangements. Employee loyalty and happiness rise when they feel like essential members of the company. Participation by employees has a good correlation with overall performance, motivation, dedication, and satisfaction (Amin et al., 2012; Liverpool, 1990; Khatoon, 2014; Emmanul&Damachi, 2015; Eriksson &Garvare, 2005). One approach for including workers in workplace decision-making is called employee participation management. The idea of industrial democracy, which is based on voluntarism, equality, and equity, is consistent with it. Involving workers in decision-making increases their sense of equality and pleasure, which in turn increases their incentive to complete tasks more efficiently, claim Singh (1988) and Rathnakar (2012). Additionally, it fosters collaboration between managers and employees and lessens workplace conflicts. Employee trust in the company is maintained and a sense of belonging is fostered when workers' ideas are taken into account in decision-making councils. Existing studies highlight that employee participation in decision making improves job satisfaction, commitment, and performance (Saha& Kumar, 2017; Behraves et al., 2021). However, most research emphasizes organizational or managerial factors, with limited focus on demographic influences such as age, gender, education, and experience. While some work explores gender differences (Plückelmann et al., 2024) or specific contexts (Mohsen & Sharif, 2020), few adopt a rigorous statistical approach. This creates a gap for analyzing multiple demographic factors' impact on participation in developing economies. This research main

aim to found the influencing factors of employee participation and role of demographic factors in employee participation.

2. REVIEW OF LITERATURE

A review of the literature is a thorough examination of academic publications, books, dissertations, conference proceedings, and other materials that are pertinent to a certain subject or research question. Its objectives are to give a summary of the state of knowledge on the subject, point out important themes, patterns, and research gaps, and set the scene for the upcoming study.

Lorenzo et al. (2000) used both open-ended and closed-ended questionnaires and in-person interviews to gather their results. The study showed that employee involvement in management was a constant improvement that was utilised not only by big businesses but also globally. It was determined that a large number of SMEs in the North West of Spain needed to be aware of the program that permits participation and implies ongoing improvement. It was also noted that employee engagement in SMEs needs to be accompanied by consistent enhancements to both employee performance and organisational procedures.

Employee participation in decision-making, or EPDM, is seen as a crucial component of contemporary organisational behaviour and human resource management. The degree to which workers participate in choices that impact their jobs and the organisation as a whole is referred to here. Studies have consistently demonstrated its beneficial effects on organisations and employees. Participation and devotion to one's work are closely related. According to Saha and Kumar (2017), workers who were involved in decision-making for Indian public sector projects expressed greater group commitment and greater levels of satisfaction. Participation also improves trust, cooperation, and overall organisational commitment, according to Appelbaum et al. (2013). Additionally, research indicates that participation promotes growth and improved performance. According to a recent study by MDPI (2022), employee involvement raises job involvement and perceived meaningfulness while also immediately enhancing task performance and personal growth. Similarly, Iqbal et al. (2015) discovered that involvement enhances overall organisational performance as well as innovation and creativity. However, management style and organisational culture frequently influence the level and efficacy of engagement. The impact of employee participation on the degree of job satisfaction among workers in Macedonia's automotive industry was examined by Petkovska et al. (2015). The data is analysed using regression and correlation techniques. The study came to the conclusion that work satisfaction and employee participation were positively correlated. According to this study, participative management improves job satisfaction and facilitates better communication among automotive industry employees. It recommended that participation in management must be creating better environment and creative personnel. Emmanul and Damachi (2015) conducted a study on the connection between Nigerian hotel employees' performance and their involvement in decision-making processes. A positive correlation between employee performance and their involvement in decision-making was found by the study. The study's conclusion was that autonomous employee participation in decision-making should improve workers' performance in Nigerian hotels. Markey et al. (2002) concentrated on part-time workers. Data for the study was gathered between August 1995 and January 1996 from the Australian Workplace Industrial Relation Survey of 1995 (AWIRS). It was determined that, in

comparison to full-time employees, part-time employees do not have the same opportunities to participate in management. According to this study, it was detrimental to the organization's equality for part-time employees to have limited opportunities to engage in management in a proper manner.

According to Triantafillidou and Koutroukis (2022), participation practices differ throughout multinational subsidiaries based on HR rules and communication tactics. This suggests that engagement is a result of institutional and cultural settings as well as individual factors. All things considered, the research supports the idea that employee involvement plays a significant role in fostering commitment, trust, creativity, and performance. However, how well companies execute participation strategies and if they foster an atmosphere where workers feel their efforts are appreciated will determine how successful it is.

3. METHODOLOGY OF THE STUDY

3.1 Scope of the Study

The Service Industry is essential to the advancement of society. Employee motivation and commitment are examined in this study along with the elements that influence employee engagement. We'll collect information from primary and secondary sources. In Northern India, respondents will be chosen by purposive and random selection techniques from the service industry. Employees will be interviewed in person and surveyed online using self-structured and semi-structured questionnaires to obtain data.

3.2 Sample of the Study

A sample of the population under study that is accurately representative of the total population must be chosen. The survey comprised 425 workers in the service industry, taking these demographic variations into account.

3.3 Sampling Design

Sampling design is an essential part of every research study since it is essential to choosing a representative sample from the target population. Employees above the age of eighteen are chosen as respondents for this study and complete standardised questionnaires with 27 statements pertaining to employee participation. Out of the 500 questionnaires that were delivered to respondents, 425 were returned.

3.4 Sampling Area

A sampling area is a particular geographic or demographic region that is used to choose study participants. It establishes the parameters for choosing participants or data points to represent the general population. Employees from several service sectors in Northern India were included in this study. Educational institutions, the banking industry, and hospitals are among the specific service sector areas included in this study. This study covers a few chosen regions from Northern India, including Chandigarh, Delhi, Rajasthan, and Haryana.

3.5 Sampling Techniques

Simple random sampling methods are used in this study to gather data. The respondents were chosen by random sampling.

3.6 Instruments

Under this study, for determining the determinants of employee participation apply Exploratory Factor Analysis by SPSS and for find the role of demographic factor in employee participation through t- test and ANOVA.

4. RESULT AND DISCUSSION

4.1 Descriptive Analysis

Statistical techniques for summarising and characterising a dataset's key attributes are known as descriptive statistics. Simple quantitative summaries of the measures and the sample are given by them. The basis of nearly all quantitative data analyses is descriptive statistics, which break down vast volumes of data into more manageable chunks. Table 1 describes the demographic description of the sample. Total 425 employees of the service sector of northern India are included in the present study. Out of total, only 6.4 per cent (27) are belong to age group of below 25, 46.4 per cent (197) are from 26-35 years of age, 28 per cent are from 36-45 years of age and only 19.3 per cent (82) are above 46 years of age. On the basis of gender, 58.1 (247) per cent are males and 41.9 (178) per cent are female respondents. In case of marital status, majority (81.9 per cent) of the respondents (n=348) are married and 18.1 per cent (77) are unmarried employees. In case educational qualifications; only 4 per cent (17) respondents are from below graduation, 33.6 per cent (143) are graduate, 55.1 per cent (234) are belong to post graduation and 7.3 per cent (31) respondents are belong to any other qualifications.

The normality assumption about the data was evaluated using skewness and Kurtosis. The values of skewness and kurtosis must fall between -2 and +2. The values of Kurtosis and Skewness for all variables are found to be within the permissible range. It is possible to conclude that the data seems to be typical. Table 2 describes the descriptive statistics of employee participation. This table also shows the mean and standard deviation of demographic description of descriptive statistics.

Table 1 Demographic of samples

Variable	Category	Frequency	Percentage
Age	Below 25	27	6.4
	26-25	197	46.4
	36-45	119	28
	Above 46	82	19.3
	Total	425	100.0
Gender	Male	247	58.1
	Female	178	41.9

	Total	425	100.0
Marital status	Unmarried	77	18.1
	Married	348	81.9
	Total	425	100.0
Education Qualification	Below graduation	17	4.0
	Graduation	143	33.6
	Post-graduation	234	55.1
	Any other	31	7.3
	Total	425	100.0

Source: primary data

Table 2 Summary statistics (Mean, Standard deviation)

Name of the variable	Description of the variable	Mean	Standard deviation
Employee participation	Employee participation (EP) using 27 constructs for measure on 5 point Linkert- scale	Mean of every construct between 3.5-3.9	Standard deviation of construct between .91
Age	Below 25yr (27), 26yr- 35yr (197), 36yr-45yr (119), above 46yr (82)	3.8	.84
Gender	Male (247), Female(178)	3.9 (Female), 3.8 (Male)	.83 (Female), .87 (Male)
Qualification	Below graduation (17), Graduation(143), Post-graduation (234), Any other (31)	3.8	.84
Marital Status	Unmarried (77), Married (348)	3.7 (Married), 3.8 (Unmarried)	.86 (Married), .86 (Unmarried)

Source:Primary

Data

4.2 Exploratory Factor Analysis

The facts of exploratory factor analysis (EFA) are only determining and presenting information about the number of factors needed to reflect the data. A total of three factors with eigenvalues greater than one were taken out. Out of the 27 variables, these three factors accounted for 72.894 percent of the variance. The final model did not have any cross-loadings. Organisational environment, involvement opportunity, and supervisor support are the names given to these three components. At 10.121, Supervisor Support's eigenvalue explains 32.685% of the total variance. Participation Opportunity is the second extracted component that explains 20.425 of the total variance, with an eigen value of 5.355. The third factor, the organisational environment, explains 19.784% of the total variance and has an eigenvalue of 4.205. Three sub-constructs with eigenvalues larger than one were retrieved in total. These three components add up to 19 things. The completed model has no cross-loadings. A comprehensive view of the factor analysis is provided by the table, which includes the three extracted factors, their matching items, factor loadings, eigenvalues, percentage of variance explained, and Cronbach alpha values. These three extracted subscales are used to further analyse the data.

Table 3 shows statistics on sampling adequacy. The KMO test and the Bartlett test of sphericity have been used to examine the data in order to determine the sample adequacy. According to Malhotra and Dash (2016) and Zikmund et al. (2016), these statistics demonstrated that the correlation matrix should not be an identity matrix, which is a critical prerequisite.

Table 3 Sampling Adequacy of Employee participation, employee motivation and employee commitment

KMO and Barlett's Test	Employee participation
Kaiser- Meyer- Olkin measure of sampling adequacy	.936
Barlett's test of Sphericity	App. Chi- square- 11544.640 df- 351 sig. .000

Source: Primary Data

Table 4 Cronbach Alpha, Eigenvalues and Total Variance Explained

Factors	Cronbach Alpha	Eigenvalues	Total Variance Explained
<i>Supervisor support</i>	.967	10.121	32.685
<i>Participation opportunity</i>	.954	5.355	20.425
<i>Organizational environment</i>	.925	4.205	19.784

Source:Primary Data

The principal component factor analysis with varimax rotation is used in this study to minimise the employee participation data. When all prerequisites were met, factor analysis was used on the gathered data. The items' factor loadings fell between 0.543 to 0.899, which is an acceptable range for factor analysis. Based on sample

size, Hair et al. (2014) categorised the significance of factor loadings; 0.50 factor loadings are acceptable for samples of 350 or more. Therefore, factor loading greater than 0.50 is taken into account for item retention in this investigation. Sub-constructs with eigenvalues larger than one were extracted overall. There were no cross-loadings in the finished model. A thorough overview of factor analysis is provided in Table 4, which displays the extracted factors together with the corresponding item eigenvalues, Cronbach alpha values, and percentage of variance explained.

4.3 T-test and ANOVA

When comparing group means in research, the t-test and ANOVA (Analysis of Variance) are often utilised statistical methods. In order to ascertain whether a difference between two groups' means is statistically significant, a t-test is typically used. It is frequently used to examine differences in performance, behaviour, or reactions in survey-based and experimental research. In contrast, ANOVA is used for comparisons involving three or more groups. When error variance is taken into account, it assists in determining whether there are notable variances between several groups. Both tests are essential for testing hypotheses and making decisions. The respondents are categorised into various groups based on their demographic features. To determine the precise differences among the respondent groups, post hoc analysis is also utilised.

Table 5 Variation in Employee Participation on the Basis of Gender

Factors	Gender	N	Mean	SD	t-value	p-value
Participation Opportunity	Female	178	3.9149	.87346	.748	.451
	Male	247	3.8519	.83163		
Supervisor Support	Female	178	3.6278	.84065	-2.972	.003
	Male	247	3.8661	.77879		
Organizational Environment	Female	178	3.8755	.80250	.244	.807
	Male	247	3.8556	.86371		
Employee Participation	Female	178	3.8061	.57000	-.920	.358
	Male	247	3.8579	.57493		

Source: Primary Data

Table 6 Variation in Employee Participation on the Basis of Marital Status

Factors	Marital Status	N	Mean	SD	t-value	p-value
Participation Opportunity	Unmarried	77	3.8293	.86960	-.559	.584
	Married	348	3.8892	.84521		
Supervisor Support	Unmarried		3.6255		-1.568	.120
	Married	348	3.7974	.79359		
Organizational	Unmarried	77	3.8203	.93610	-.465	.645

Environment	Married	348	3.8736	.81550		
Employee Participation	Unmarried	77	3.7584	.60523	-1.261	.210
	Married	348	3.8534	.56480		

Source:PrimaryData

Table 7 VariationinEmployeeParticipationontheBasisof Age

Factors	Age	N	Mean	SD	f-value	p-value
Participation Opportunity	Below25	27	3.8360	.77206	.682	.563
	26-35	197	3.8412	.84943		
	36-45	119	3.8679	.89546		
	Above46	82	3.9965	.80562		
	Total	425	3.8783	.84895		
Supervisor Support	Below25	27	3.7284	.93358	.948	.417
	26-35	197	3.7111	.81786		
	36-45	119	3.8683	.81437		
	Above46	82	3.7632	.75569		
	Total	425	3.7663	.81287		
Organization al Environment	Below25	27	3.4259	1.18784	2.682	.046
	26-35	197	3.8993	.80910		
	36-45	119	3.8992	.78331		
	Above46	82	3.8720	.82081		
	Total	425	3.8639	.83771		
Employee Participation	Below25	27	3.6634	.66328	1.250	.291
	26-35	197	3.8172	.57495		
	36-45	119	3.8785	.57899		
	Above46	82	3.8772	.52217		
	Total	425	3.8362	.57277		

Source:PrimaryData

Table 8 Variation in Employee Participation on the Basis of Qualification

Factors	Qualifications	N	Mean	SD	f-value	p-value
Participation Opportunity	Below Graduation	17	3.2941	.88131	4.551	.004
	Graduation	143	3.7822	.87995		
	Post-Graduation	234	3.9542	.80807		
	Any Other	31	4.0691	.84586		
	Total	425	3.8783	.84895		
Supervisor Support	Below Graduation	17	3.6667	.94648	1.204	.308
	Graduation	143	3.8654	.81727		
	Post-Graduation	234	3.7297	.79296		
	Any Other	31	3.6398	.85807		
	Total	425	3.7663	.81287		
Organizational Environment	Below Graduation	17	3.3627	1.12613	2.627	.050
	Graduation	143	3.8718	.84376		
	Post-Graduation	234	3.8697	.80724		
	Any Other	31	4.0591	.79296		
	Total	425	3.8639	.83771		
Employee Participation	Below Graduation	17	3.4412	.60042	3.029	.029
	Graduation	143	3.8398	.61695		
	Post-Graduation	234	3.8512	.55461		
	Any Other	31	3.9227	.39468		
	Total	425	3.8362	.57277		

Source: Primary Data

The current survey included 425 workers in northern India's service industry. Just 6.4 percent (27) of the total are under 25, 46.4 percent (197) are between 26 and 35, 28 percent are between 36 and 45, and just 19.3 percent (82) are over 46. Male respondents make up 58.1 (247) percent of the sample, while female respondents make

up 41.9 (178) percent. Regarding marital status, the bulk of respondents (n=348) are married (81.9%), while 77.1% are unmarried employees. In case educational qualifications; only 4 per cent (17) respondents are from below graduation, 33.6 percent (143) are graduate, 55.1 percent (234) are belong to post graduation and 7.3 per cent (31) respondents are belong to any other qualifications.

5. Conclusion and Recommendation

This study concluded that exploratory factor analysis found the influencing factors of employee participation, three factors with eigenvalues greater than one were retrieved in total. Of the 27 variables, these three factors accounted for 72.894 percent of the variance. There were no cross-loadings in the finished model. These four elements are referred to as the organisational environment, participation opportunity, and supervisor support. The first factor, Supervisor Support, has an eigenvalue of 10.121, which accounts for 32.685 percent of the variance. The second extracted factor, participation opportunity, has an eigenvalue of 5.355 and accounts for 20.425 of the variance. The Organisational Environment, the third factor, has an eigenvalue of 4.205 and accounts for 19.784% of the variance.

The views of men and women on participation opportunities do not differ significantly. Compared to male respondents, female respondents are marginally higher in agreement with supervisor assistance. Regarding the organisational environment, men and women have the same opinions. Compared to female respondents, men respondents exhibit a somewhat higher level of employee participation. Married and unmarried people's perceptions of involvement opportunities, supervisor support, organisational climate, and general employee participation do not differ significantly.

Regarding overall employee participation, supervisor support, and participation opportunities, there are no appreciable differences in the views of the various age groups. Compared to younger respondents, those over the age of 36 marginally agree more on the organisational environment. The attitudes of various qualification groups on organisational environment and supervisor assistance do not differ significantly. Compared to respondents with fewer qualifications, postgraduate respondents exhibit a higher level of employee participation. The research findings indicate that a variety of organisational and personal elements, including communication, motivation, workplace culture, and leadership style, have an impact on employee engagement. Age, gender, education, and work experience are just a few of the demographic variables that significantly influence involvement. While more seasoned workers offer practical suggestions, younger workers might want for more chances to share their thoughts. Organisations can increase participation by implementing inclusive practices that guarantee equitable representation of a range of demographic groups, offering skill-enhancing training and development, and creating communication plans that accommodate different employee requirements. To provide equitable opportunities in decision-making, HR policies should incorporate demographic-sensitive approaches, and leadership support is essential for fostering confidence and trust. Furthermore, evaluating and raising involvement levels across various demographic groups can be facilitated by the establishment of ongoing feedback channels.

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