

Employee Involvement And Participation At Work: A Case Study Of OTCL After Privatization

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Abstract

The focus of this research was to analyze employees' involvement and participation at work in OTCL after its privatization. A sample of 200 employees of OTCL was selected in order to find out the relation of independent variables (breadth and depth of EIP practices) over the dependent variable (i.e. job satisfaction), data was collected with a well defined questionnaire. The regression analysis was used as the tools of data measurement and data analysis. The results suggested that the dissatisfaction of job among the OTCL employees can be reduce by embedding EIP practices and by enhancing its frequencies .The EIP practices including team briefing , problem solving groups, surveys of employees opinion and information regarding staffing of the employees could increase the employees satisfaction towards their job. Frequency of team briefing, modes of representative selections for JCC and permanency of problem solving groups could also increase job satisfaction among the employees of OTCL.

Keywords: Employees involvement and participation at work, job satisfaction, OTCL, EIP practices.

1. Introduction

The government in Pakistan is rigorously implementing privatization policy, as a result many organizations have either been completely privatized or a good share of these organizations has been sold . The objective of Privatization is the deregulation and liberalization of economy of

the country, to attract foreign investment and to protect the genuine interests of the employees. During the period from 2002 to 2005, the shares of NBP, POL, ARL, DG Khan Cement, OGDCL, SSGC, PIA, PPL, UBL and KAPCO have been sold through Capital Market. (PC Report 2005)

Although one of the consideration of privatization policy is to protect the genuine interests of the employees but it has observed strong resistance from the employees of the respective organizations. (Dawn, June 4 2005). The scope of this research was to find out the employees' involvement and participation at work after its privatization. The study of employee's involvement and participation at work will help to determine the employees' job satisfaction in OTCL after its privatization.

2. Rationale Of Study

The present research raised the issue of employee's participation at work in OTCL after its privatization.. It has been observed that in most of the privatization cases, there was a strong resistance from the employees. During the privatization process the coercive force was used to overcome resistance to change in the case of OTCL. This research explored that whether or not employees participation and involvement exist or not and if it exists then what was its impact on the job satisfaction of the employees.

3. Review of literature

Cox, Annette *et al.* (2006) suggested that greater number of practices of employee's involvement and participation at work and more frequent of use of these practices ensures organizational commitment and job satisfaction among the employees. Batt (2004) finds out that employees perceive the participation in self managed teams more significant than in problem solving teams; and the participation in self managed teams is associated with the job satisfaction.

Bryson (2004) finds that the relationship between different EIP practices can be contradictory or corresponding between employees and management. Bryson and Alex (1999) examined the relation between employee's involvement and small firm's financial performance. His findings suggest that although the EI practices functions differently in small firms but they provide benefit to the small firms in terms of their performance. Small firms need least bureaucratic and least costly EI methods. Belfield and Marsden (2003) focused to find out the relation between performance related pay (PRP) and organizational performance. The findings suggest that the use of PRP enhances organizational performance.

Steel and Mento (1987) find out that the degree of influence perceived by the employees in terms of participation in the decision making is significantly correlated with the job satisfaction

with in different U.S. military organizations. The findings of Ramsay et al.(2000) suggest that high performance work system practices lead to better organizational performance.

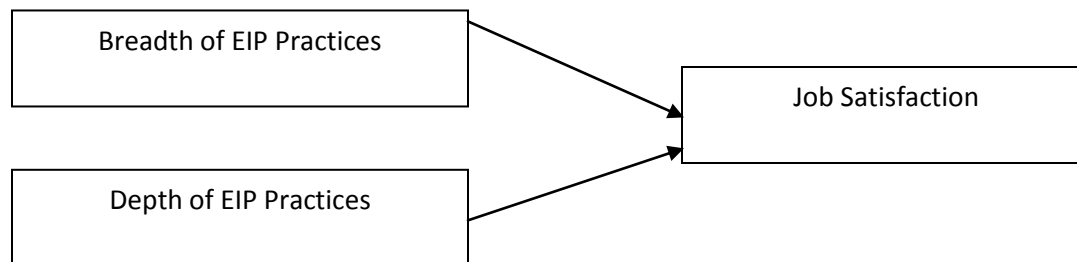
Lambert *et al.* (2006) examined the impact of supportive communication and autonomy i.e. central participation on work family balance and satisfaction base and found that these were positively related with the job satisfaction among the employees of a biotechnology company California. Some researchers like Trehwitt (2000) have studied impact of employees' share ownership and employee involvement in an employee – owned firm. Her findings suggest that just the presence of share ownership is no guarantee of increased involvement in work.

4. Hypothesis

Based on case under study and the review of the literature following hypothesis was built:.

H1: Greater breadth and depth of EIP practices is positively related with job satisfaction

Theoretical Framework



The breadth of EIP practice is measured by a number of EIP practices operating at the work place. These include:

1. system of briefings
2. groups that solve some specific problems
3. information about internal investment plans
4. formal survey of employees views or opinions
5. information about the financial situation of the establishment
6. information about the financial situation of the whole organization
7. information about staffing plans

The EIP practices can provide an opportunity to the employees to be involved at their work place.

Depth of EIP Practices

The depth of EIP practices can indicate that how much embedded a single EIP practice is within the workplace. The depth of EIP practices can be assessed by:

1. Frequency of team briefing
2. Amount of time allocated to employee questions in the team briefing
3. Frequency of joint consultative committees
4. Mode of representative selection for joint consultative committees
5. Proportion of employees participating in problem-solving groups

EIP depth can reflect the sequential involvement of the frequency and regularity with which EIP practices occur at the work place.

Table1: Expected Relation with the variables

Variable	Expected Relation	Explanation
Breadth of EIP	Positive	If there are more practices of EIP in work , the employees will be more satisfied with their jobs
Depth of EIP	Positive	If EIP practices are more frequently practiced then it means that there is more job satisfaction among employees.

5. Research Question

Is the breadth and depth of EIP practices positively related with the job satisfaction among the employees of OTCL?

6. Methodology

The data was collected by a well defined questionnaire.

1. Model:

Simple linear regression model was used to find out the relation of independent variables i.e. breadth of EIP practices and depth of EIP practices on dependent variable i.e. job satisfaction.

2. Sample:

The sample size was 200 employees working in the PTCL base in Islamabad at subordinate level of their hierarchy, however, only 78 responses were received. The reason to select this sample is that the strong resistance towards privatization of PTCL was mainly observed in Islamabad.

3. Subjects:

The subjects are employees working in PTCL at subordinate level.

6. Discussion On Results

The results of model show that its R square value is .52 that means that 52% variation in job satisfaction is explained by Breadth of EIP practices and Depth of EIP practices. The f value of ANOVA model is 4.821 and over all significance is .000, this means that present model significantly explain our variables and can be applied. The above model shows the coefficient value of each independent variable over the dependent variable, which is explained as under.

Table 1: Regression Results

Multiple r	0.719		
Coefficient of Determination, R ²	0.517		
Adjusted R ²	0.410		
F-value	4.821		
Significance F	0.000		
Variables of Study	Coefficient	t-value	p-value
Constant	2.398	20.645	.000
Team Briefing	.613	4.434	.000
Problem Solving Groups	.615	1.709	.092
Survey	.660	1.621	.110
Join Consultative Committee	-.342	-.915	.364
Information on Investment Plans	-.431	-1.085	.282
Information on Financial Situation of Establishment	-.255	-.531	.597
Information on Financial Situation of Organization	-.646	-1.847	.069
Information on Staffing	.415	.958	.342
Frequency of Team Briefing	.176	1.202	.234
Amount of Time Allocated to Employee Questions in Team Briefing	-.258	-1.391	.169
Frequency of JCC	-.605	-4.052	.000
Mode of Representative Selection for JCC	.219	1.985	.052

Permanency of Problem Solving Groups	.630	3.848	.000
Proportion of Employee Participating in PSG	-.346	-2.673	.010

Breadth of EIP Practices

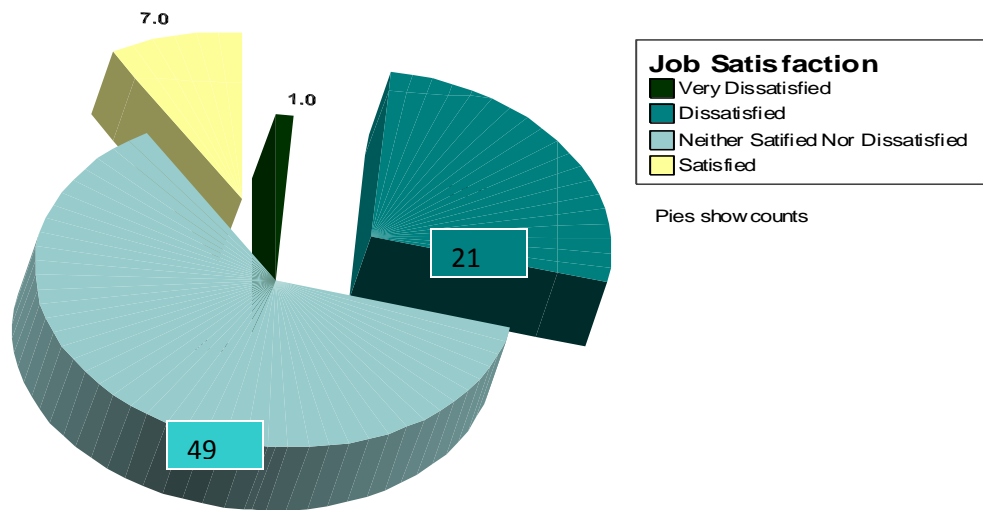
If we add 1 units of team briefing, it will add .613 units in job satisfaction. Adding one unit to problem solving groups will add .615 units in job satisfaction. . The surveys about employees' opinion during last five years will add .660 units in job satisfaction. Adding one unit of Joint Consultative Committees (JCC) of employees and management will decrease .342 units in job satisfaction. If we add one unit of information on investment plans to the employees by the management, it will decrease .431 units in job satisfaction. Adding one unit of information on financial situation of establishment will decrease .255 units in job satisfaction. Adding one unit of information on financial situation of organization can decrease .646 units of job satisfaction. However, adding one unit of information on staffing can increase .415 units in job satisfaction.

Depth of EIP Practices:

The results suggest that if we add one unit to frequency of team briefing, it will add .176 units to job satisfaction. Adding one unit to amount of time allocated to employee questions in team briefing will decrease job satisfaction by .258 units. If we add one unit to frequency of JCC, it will decrease job satisfaction by .605 units. Adding one unit mode of representative selection for JCC will increase job satisfaction by .219 units. Adding one unit to permanency of problem solving groups will increase job satisfaction by .630 units. Lastly one unit addition in proportion of employee participating in PSG will decrease job satisfaction by .346 units.

The sum of all positive variables is 3.328 while sum of all negative values is -2.883. The difference between two is .445 which is positive. Thus the statistics of the model prove the hypothesis.

Job Satisfaction among OTCL employees



The above pie chart shows that out of 78 respondents of OTCL employees none of the employee is strongly satisfied with the job, and only 7 employees are satisfied with their job. It means that 90 percent of employees are not satisfied with their present job.

8. Conclusion

The dissatisfaction of job among the OTCL employees can be reduce by embedding EIP practices and its enhancing frequencies .The EIP practices including team briefing , problem solving groups, surveys of employees opinion and information regarding staffing of the employees can increase the employees satisfaction towards their job. Frequency of team briefing, modes of representative selections for JCC and permanency of problem solving groups can also increase job satisfaction among the employees of OTCL.

Acknowledgement

I am really grateful to Wasim Ahmed, Shujahat Haider and MD of OTCL for his cooperation and guidance.

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