

## **The Effect of Organizational Democracy on Job Satisfaction: A Field Study**

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### **Extensive Summary**

#### **Introduction**

Job satisfaction level of human resources, which is the most crucial production factor in business enterprises, is among significant parameters determining achievement of organizational aims and goals. Besides, employees need to make extra contribution apart from performing their duties so that firms will be able to achieve organizational aims. Activating and motivating human resources is possible only through being valued and satisfied about their jobs.

Just as democracy is important for societies, it is also important for firms which involve a small community. A general political and managerial tool, democracy is called organizational democracy when it is practiced at an organizational level. The term “organizational democracy” is frequently associated with employee participation and satisfaction, increased shareholder engagement, high level of innovation and improved organizational performance. Organizational democracy has positive influence on job performance of employees and organization by affecting the organizational structure and processes. Therefore, firms that accomplish democratic practices in the organization will succeed in turning their employees into individuals with high job satisfaction and thus increasing the personal and organizational performance. The dimensions of organizational democracy are participation-criticism, transparency, justice, equality and accountability (Geçkil and Tikici, 2015, pp.61-62).

Job satisfaction is a type of attitude developed by the individual towards the job and workplace. Attitudes are expressions that involve positive or negative evaluations regarding objects, events or people. They are “positive feelings towards the job emerging as a result of evaluation of job characteristics” (Robbins and Judge, 2014, p.77). While a person with a high job satisfaction has positive feelings about the job, one with a low job satisfaction does not have positive feelings about the job. Researchers generally divide job satisfaction into internal and external factors: Salary and promotion are regarded as external factors, whereas colleagues, management and the job itself are accepted as internal factors (Spector et al., 2009, p.32).

### Hypotheses

H<sub>1</sub> There are differences among employees’ organizational democracy levels based on their demographic characteristics.

H<sub>2</sub> There are differences among employees’ job satisfaction levels based on their demographic characteristics.

H<sub>3</sub> Organizational democracy has a positive effect on job satisfaction level.

### Methodology

This survey performed based on relational screening model aims to determine the effect of organizational democracy on job satisfaction. Organizational democracy scale and Minnesota Satisfaction Questionnaire were used to collect data. Sample of the study comprises of 405 staff members (doctor, nurse, officer and technical staff) working in a hospital. Both scales and their sub-scales have a high level of reliability and validity.

### Findings

Significant level of linear relationship among all sub-scales of organizational justice and job satisfaction and between the total scales as a result of the correlation analysis. The coefficient regarding the level of the relationship was calculated between .391 and .622 and it was concluded that these correlations are highly meaningful ( $p < 0.01$ ).

Results of the regression analysis performed to measure the effect of organizational democracy on job satisfaction are given in Table 1.

**Table 1. Effect of Organizational Democracy on Job Satisfaction**

Independent Variable:	Dependent Variable:	Adjusted R <sup>2</sup>	F	p	$\beta$	t	p
Organizational Democracy and Dimensions	Job Satisfaction and Dimensions						
Participation-criticism	Internal Satisfaction	.301	35.847	.000	.184	2.597	.010
Transparency					.246	3.458	.001
Justice					-.045	-.650	.516
Equality					.229	4.396	.000
Accountability					.042	.737	.462
Participation-criticism	External Satisfaction	.377	49.820	.000	.122	1.830	.068
Transparency					.164	2.445	.015
Justice					.230	3.504	.001
Equality					.178	3.615	.000
Accountability					.041	.766	.444

Participation-criticism					.164	2.482	.013
Transparency					.220	3.309	.001
Justice	Job	.388	52.287	.000	.103	1.587	.113
Equality	Satisfaction				.219	4.489	.000
Accountability	Total				.045	.841	.401

a) Perception of organizational democracy has the power to change internal satisfaction at a level of 30.1 %. This power has a positive direction and results from participation-criticism, transparency and equality sub-scales of organizational democracy. Regression analysis was performed in order to determine which sub-scale causes the effect of organizational democracy on internal satisfaction and the results showed that  $\beta$  value of participation-criticism sub-scale was .184 ( $p<0.05$ ),  $\beta$  value of transparency sub-scale was .246 ( $p<0.01$ ) and  $\beta$  value of equality sub-scale was .229 ( $p<0.01$ ). It can be interpreted that organizational democracy practices increases internal satisfaction level by leading to positive feelings in employees regarding their colleagues, management and the job itself.

b) Perception of organizational democracy has the power to change internal satisfaction at a level of 37.7 %. This power has a positive direction and results from transparency, justice and equality sub-scales of organizational democracy. Regression analysis was performed in order to determine which sub-scale causes the effect of organizational democracy on external satisfaction and the results showed that  $\beta$  value of transparency sub-scale was .164 ( $p<0.05$ ),  $\beta$  value of justice sub-scale was .230 ( $p<0.05$ ) and  $\beta$  value of equality sub-scale was .178 ( $p<0.01$ ). Organizational democracy practices can increase the external satisfaction level by developing positive feelings in employees regarding salary and promotions (external factors of satisfaction). The thoughts of the employees on the salary and promotions determines their perceptions of justice and equality. Also, employees' ability to get information (transparency) on relevant fields affects them directly as well.

c) Perception of organizational democracy has the power to change at a level of 38.8 %. This power has a positive direction and results from participation-criticism, transparency and equality sub-scales of organizational democracy. Perception of organizational democracy increases the level of job satisfaction at a rate of 38.8 % (Adjusted  $R^2=.388:F=52.287:p<0.001$ ). Regression analysis which was performed to determine the source of the relationship revealed that  $\beta$  value of participation-criticism sub-scale was .164 ( $p<0.05$ ),  $\beta$  value of transparency sub-scale was .220 ( $p<0.01$ ) and  $\beta$  value of equality sub-scale was .219 ( $p<0.01$ ).

### Conclusion

The results of the study carried out at the University Hospital with the aim of determining the effect of organizational democracy on job satisfaction suggested that;

It was observed that men have a higher democracy perception compared to women, participants of 41 years of age and older have higher democracy perception than those of 31-40 years, doctors are higher than nurses and participants with less than five years of experience are higher than those with more than five years of experience.

H<sub>1</sub> There are differences among employees' organizational democracy levels based on their demographic characteristics was ACCEPTED.

It was observed that men have a higher level of job satisfaction compared to women, participants of 41 years of age and older have higher democracy perception than those younger and participants with more than 16 years of experience are higher than those with less experience. It was also found out that nurses have the lowest level of job satisfaction among other job categories.

H<sub>2</sub> There are differences among employees' job satisfaction levels based on their demographic characteristics. ACCEPTED.

Organizational democracy perception has the power to positively change internal satisfaction at the rate of 30.1 %, external satisfaction at the rate of 37.7 % and job satisfaction totally at the rate of 38.8 %.

H<sub>3</sub> Organizational democracy has a positive effect on job satisfaction level. ACCEPTED.

The findings of the study demonstrate that increase in the perception of organizational democracy causes an increase in the level of job satisfaction as well. It is recommended that organizations should put into practice applications that will create and/or strengthen the perception of organizational democracy among their employees so that employees will turn into individuals with high levels of job satisfaction and thus organizations can benefit from the positive outcomes of job satisfaction. Experimental studies can also be carried out by using democratic practices in the firms.