

The Effect of Employee Participation on Organizational Performance Considering the Mediating Role of Job Satisfaction of Medical Staff

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Abstract

Human resources are the most important advantage of an organization, the quality of which is directly related to the success and promotion of the organization; so, you have to work hard to increase the quality of human resources. Employees with positive and at the same time job satisfaction are working harder to achieve organizational goals. One of the things that can be a good basis for managers' decisions is to be aware of the performance of employees to the organization. Attention to organizational performance is derived from its influence and impact on absenteeism, permanence, belonging and loyalty, productivity, acceptance of organizational goals and values, and movement towards achieving organizational goals. The aim of this study was to investigate the effect of employee participation on organizational performance with regard to the mediating role of job satisfaction of medical staff (studied: Milad Hospital in Tehran). The type of research work is applied, and the research method in this research is descriptive. The statistical population of the present study is the staff of Milad Hospital in Tehran, and the sample size (248 people) has been calculated using Cochran's formula. The required information was collected by two methods of library studies (in order to formulate hypotheses) and field method (in order to test hypotheses) using standard questionnaires. In this study, Cronbach's alpha test was used to determine the reliability of the questionnaire and the data were analyzed using Smart PLS software. Data analysis is also a partial least square. The results show that employee participation through variable mediator job satisfaction does not have a positive and significant effect on employee performance. Employee participation has a positive and significant effect on employee job satisfaction. Employee job satisfaction does not have a positive and significant effect on organizational performance. Employee participation has a positive and significant effect on organizational performance.

Keywords: Employee Performance, Employee Participation, Employee Job Satisfaction.

Citation

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1. Introduction

All organizations agree on the issue of organizational performance; But what they do not agree on are the processes that affect it. Organizations operate in a dynamic, ambiguous, and evolving environment. One of the most prominent features of the present age is the dramatic and continuous change that can be seen in the way of thinking, ideology, social values, ways of doing things and many other phenomena of life. The speed of these changes is such that the change curve cannot be plotted in time, because progress occurs faster than the speed of a curve. The frequency of change that organizations face also has such pressure and force that it crushes any kind of resistance and pushes everyone forward (Sahibzada et al., 2022). Therefore, it can be concluded that today one of the main concerns of managers of small and large organizations is to improve the performance of the organization. Organizations invest huge sums in their human resources to reduce costs, increase quality, increase flexibility, and increase annual satisfaction in order to achieve overall operational improvement. But public and private sector development executives are always concerned about whether these investments will affect the company's performance. In fact, it can be said that the survival and continuity of the activities of organizations and institutions depend on how efficient and effective the performance of employees (López-Cabarcos et al., 2022).

According to studies conducted in most private organizations, especially government organizations, poor performance is evident, and this issue stems from the lack of participatory understanding between employees and managers. Decreased labor relations, operational weakness, decreased organizational values, lack of participation, and increased violence in the workplace are the factors that are observed in the existing space following poor performance. According to the Gallup Institute, only 17% of staff in the UK work at full capacity, costing the government more than € 38 billion a year (Bell & Blanchflower, 2020). However, one of the various factors that affect organizational performance is employee participation. Managers who are in charge of an organization today must constantly monitor the performance of the organization, and this is one of the main tasks of a manager in the present age, because in today's competitive world, an organization must improve its performance day by day to compete (Khan et al., 2022). Recognizing the influential factors in the organization is an introduction to improve organizational performance. What highlights the importance of conducting environmental assessment studies with a performance-enhancing approach is its 20% impact on reducing or increasing employee performance (Shaju & Subhashini, 2017).

On the other hand, one of the issues that has been much considered by researchers in recent years is employee participation in the organization, which can be a factor in improving the performance of a group. In fact, organizational management with the approach of participation and cooperation of employees causes as much as employees are involved in the decisions of the organization, as well as their sense of individual independence and also increase their sense of commitment and responsibility (Suganthi, 2019). Burnout, which is considered one of the harms of organizations, should not happen to these people, but should also strengthen their sense of satisfaction. This sense of satisfaction and positive attitude towards the organization will be binding for the employees.

All these factors are a subset of a factor called job satisfaction, which today is considered one of the effective parameters in organizational behavior (Scanlan & Still, 2019).

Having a positive attitude and a sense of job satisfaction, which is called job satisfaction in organizational behavior studies, is a very important factor in maintaining organizational resources, and ignoring it in the long run can cause rebellion, reduce a sense of responsibility and eventually leave workplace. One of the things that can lead to the optimal performance of the organization is paying attention to employee job satisfaction. The higher this sense of satisfaction, the more people will work with all their might so that their efficiency and performance will improve dramatically (Suganthi, 2019).

Now, according to the Milad Hospital in Tehran in order to improve the performance of its employees and provide solutions in order to complete (in the best possible way) the tasks assigned to them by the management staff, as well as prevent In this research, the researcher seeks to investigate the effect of employee participation on organizational performance with regard to the mediating role of employee job satisfaction. The treatment staff in Milad Hospital in Tehran has paid. Because, firstly, according to the opinions of senior managers of the hospital and some clients, it seems that the performance of staff in this hospital is not at the desired level, and secondly, according to the results of research, participation is the key to solving such functional problems. In order for an organization to want its activities to be effective and dynamic, employees must work exactly in the direction of achieving the goals and objectives of the organization. The performance system should be designed in such a way as to motivate employees to improve performance and thus participate in the efficiency, effectiveness and superiority of the organization (Nasution, 2019).

Of course, the academic literature has not yet provided a consistent interpretation of the meaning of performance and a clear view of the most important elements of performance management in the public sector, and there is no consensus on this. Conceptual ambiguity and confusion in the organizational performance management literature, as well as the dispersion and differences between different models, indicate a theoretical gap in this area. To fill the research gap, the following points should be noted: Considering the need to study the effect of employee participation on organizational performance and how the effect of employee participation on performance, this study focuses on the effect of employee participation on organizational performance through the mediating role of job satisfaction in hospital staff. The Iranian hospitals department is trying to enrich the existing literature on the situation of staff so that they can evaluate their activities while maintaining prosperity. As a result, it is not surprising that job satisfaction of hospital staff leads to success. There are few empirical studies on job satisfaction of hospital staff despite the growth of hospital staff. Hospitals seek commercial value by constantly investing in health care and quality of service. Users in different units must work closely with their departments to meet the ever-evolving needs. In this context, the relationship between users in the functional unit and those in the hospital unit becomes critical to the success of the collaboration. Lack of literature in developing countries to find the effect of job satisfaction on hospital staff

participation and company performance. This article is one of the first papers to develop and experimentally experiment with a new model of the mediating role of job satisfaction of IT employees on the performance of the organization. In addition, the paper outlines relevant research pathways for researchers reviewing the relevant literature. It should be noted that this paper seeks to conduct research using a quantitative method and the application of structural equations. Given the above mentioned issues, the main question of this study is whether employee participation has an effect on organizational performance with regard to the mediating role of job satisfaction of medical staff in the Milad Hospital in Tehran.

2. Literature Review

2.1 employee participation and organizational performance

Job participation is defined as the degree to which a person is psychologically determined by his work with the importance of work in the overall picture of tomorrow (Ruiz-Palomino et al., 2019). The concept of job participation feedback is an important variable that helps increase the effectiveness of the organization. The higher the level of job participation of the employees of an organization, the more effective it will be. In order to increase the level of job participation, we must have a realistic and comprehensive view of its determinants. Among the different perspectives, the most realistic perspective of job participation is a function of personality and organizational space (Van Hees et al., 2021). The job of employees with high job participation is closely related to their identities, desires and life goals. Employees may engage in the workplace in response to specific characteristics of the environment or work situation with their job; or have a set of needs, values, or attributes that provide the basis for job participation. According to (Wilkinson 2010), job participation means a relatively fixed trait that is not affected by the situation in the workplace. According to this theory, participation may be influenced by performance-related feedback, but at the same time the importance of the role of contexts and individual talents (such as motivation for development) that are not affected by the real environment or job interventions cannot be ignored.

(Rajabi 2018) In a study on the effect of participation in budgeting on job attitudes and performance of physical education managers of universities concluded that participation in budgeting of managers does not have a direct effect on the performance of physical education managers, but the results of structural equations showed managers' participation in budgeting Indirectly, it affects managers' performance by influencing job satisfaction and organizational commitment. Also, job satisfaction of managers has a positive and significant effect on organizational commitment and organizational commitment on joining their jobs.(Obeidat et al., 2018) in a study entitled The Impact of Employee Participation on Organizational Performance Considering the mediating role of employee job satisfaction showed that employee IT participation had a positive and significant effect on job satisfaction. In addition, it was found that job satisfaction significantly and positively affects the performance of the organization. In this regard the first hypothesis of the research formulated as:

H1: Employee participation has a positive and significant effect on organizational performance.

2.2 employee participation and job satisfaction

With the expansion of social activities of organizations and their role in the process of performance and development of societies, research on the basic factors of survival and excellence of organizations, has increasingly attracted the attention of thinkers in various fields of social sciences and behavior. Hundreds of job satisfaction studies are conducted every year in different production and service organizations in different countries (Bhatti & Qureshi, 2007). This attention is due more than anything to the fact that the impact of the human factor in organizations has been highlighted and attention to the attitudes of individuals has increased due to the impact it has on the performance and results of their work. This attitude has led to new developments in management, leadership styles, resource management and the expansion of participatory management thinking and attention to employee behavior, motivation and characteristics. One of the management efforts to maintain human resources is to create satisfaction in employees (Alas, 2007). In relation to job satisfaction, as a person's attitude to the job and its dimensions, various variables are considered and studied. Among these, employee participation in the job process and decision-making in the organization is one of the most important. Participation and, more importantly, the feeling of participation can directly and indirectly affect employees' satisfaction and attitudes not only to the job, but also to themselves. Participation and job satisfaction have important consequences on the level of performance and attitude of employees (Baron et al., 2009). One of the most important of these is organizational alienation. Participation, or in other words, a positive attitude towards work and its dimensions, can reduce job alienation and increase job satisfaction and increase job satisfaction by promoting motivation and a sense of belonging to the job and the organization. This study is one of the most important factors in promoting job satisfaction; That is, he has studied the feeling of participation in the organization and organizational alienation along with some other factors (Tepayakul and Rinthaisong, 2018) in a study entitled "The relationship between job satisfaction and employee participation among human resources staff of private higher education institutions in Thailand" stated that job satisfaction has a direct impact on employee participation. Job satisfaction can explain 80% of the variance in employee participation. It is recommended that managers create job satisfaction among employees, both intrinsic and external factors to create job satisfaction, as well as create an attractive work environment that includes empowerment, teamwork and participation, growth and development, and so on. (Kim-Soon and Manikayasagam 2015) in a study entitled the relationship between job satisfaction and employee participation states that a direct and significant effect was found between job satisfaction and participation in the company under study. In this regard, the Second hypothesis of the research is formulated as:

H2: Employee participation has a positive and significant effect on employee job satisfaction.

2.3 organizational performance and job satisfaction

Today, the main concern of the senior managers of any organization is to improve the performance of the employees of that organization, which in turn leads to the durability and survival, and maintenance of the existence of any structured set. In order to achieve the goals, preconditions must be provided, including security and creating a calm atmosphere in order to be able to continue moving, and ultimately, the product will be satisfied with the movement and the goal (Latif et al., 2013). The effort of every human being and even living beings to continue their survival will include this important issue. In fact, job satisfaction and job security are two separate but interrelated categories. Studies show that every year, many companies and organizations conduct opinion polls about employees' feelings and attitudes about their jobs. Increasing job satisfaction in these companies has minimized the rate of service leave and has led to gaining prestige and a competitive position (Khalaf et al., 2019). Job satisfaction is one of the most important research variables in organizational behavior and also a central variable in organizational research and theories. Job satisfaction is a multifaceted concept that includes internal and external dimensions. Sources of inner satisfaction go back to a person's personality traits, such as the ability to take initiative and communicate with supervisors, which are called quality aspects of the job. Sources of internal satisfaction are contingent and dependent on environmental conditions, such as pay, promotions on, job security. The difference between organizational units in terms of job satisfaction can be considered as a sign of potential problem areas. (Ismaili, 2017) In a study on the effect of job satisfaction on performance with the mediating role of organizational loyalty showed that job satisfaction directly with a path coefficient of 53% and indirectly with the mediating role of organizational loyalty with a path coefficient of 62% on job performance has a positive effect has it . In addition, job satisfaction with a path coefficient of 74 percent has a positive effect on organizational loyalty and organizational loyalty with a path coefficient of 76 percent has a positive effect on job performance.

(Derakhshandeh, 2017) in his research entitled the relationship between job Satisfaction with the performance of employees of the Social Security Organization stated that job satisfaction and employee performance are at a desirable level of reliability. There is no significant difference in job satisfaction with the variables of marital status, gender, history, age, and education. This study showed that there is a positive relationship between job satisfaction and employee performance. In general, the conclusion of the study is that in order to increase employee performance, managers should pay attention to employee job satisfaction. Accordingly, the third hypothesis of the research is presented:

H3: Employee job satisfaction has a positive and significant effect on organizational performance.



Figure 1. Conceptual model of the Study

In the analysis of the above model, it should be acknowledged, that the objectives of the present study are to investigate the impact of employee participation on performance with respect to the mediating role of job satisfaction and the impact of employee participation on organizational performance. Research (Obeidat et al., 2018) the job satisfaction variable, according to its mediating role, is between the variables of employee participation and organizational performance. It is necessary to explain that in order to examine the mediating role of job satisfaction, the effect of employee participation on job satisfaction has been evaluated. On the other hand, the impact of employee participation on organizational performance should be evaluated separately, which is evident in the model. According to the proposed explanations, the researcher based on this model has also considered hypotheses that are as follows: employee participation through the mediator of job satisfaction has a positive and significant effect on employee performance. Also, employee participation has a positive and significant effect on organizational performance. For employee participation from components such as strength (energy, strength, and power, feeling of going to work, mentally resilient, perseverance), absorption (time, forgetfulness around, immersion in work, and difficulty in separation from work), and sacrifice (Meaning and purpose, passion, inspiration, honor and challenging job) has been used. Job performance is also explained by financial (profitability, return on assets, and value-added) and non-financial (customer attraction, customer complaints, reputation, productivity, trust, service quality, net volatility, relationships, commitment) components. Employee satisfaction is also divided into two internal parts (keeping busy, chance, to work alone, chance to do different things, chance to be "individual", stability and stability, opportunity to tell people, freedom to use judgment, feeling successful, and opportunity to Testing my own methods) and external (how the boss treats, supervisor competence in decision-making, implementation of departmental policies, salary, the chance of advancement, encouragement, and interaction) are divided.

3. Methodology

The present study is quantitative research in terms of what it is in terms of applied purpose and in terms of the method of collecting research information is a descriptive survey. The statistical population of the present study consisted of all medical staff of the Milad Hospital in Tehran, 700 people. Using Cochran's formula, the sample size of 248 people was calculated. The sampling method of the present study was simple random. In this research, to collect information, the researcher distributed all the questionnaires in person and directly among the sample size and collected the questionnaires and extracted the data in due time. On the other hand, in this research, data collection tools also included the following two methods. Library Studies: The required information was collected by studying books, articles, and research by other researchers and

searching the Internet. Field method: Due to the descriptive nature of this research, like many other descriptive studies, a questionnaire has been used to collect the information to test the hypotheses. The questionnaire questions are closed questions and the scale for measuring the questions is the Likert scale. It should be noted that the standard questionnaire (using Likert scale) of staff participation, job satisfaction and organizational performance (Obeidat et al., 2018) was used to collect data from the staff of the Milad Hospital in Tehran. Table 1 provides information on the questionnaires used in this study.

Table (1). Information on the questionnaires

Variables	Dimensions
Employee participation	the power Absorption Sacrifice
Job Satisfaction	Internal satisfaction External satisfaction
Job Performance	Financial performance Non-financial performance

In this study, in order to assess the validity, after compiling a questionnaire, the researcher provided it to a number of professors and experts and assessed its validity. Also, the validity of the structure has been done using convergent validity and Smart PLS 3 software. The validity and reliability of the questionnaire were tested to evaluate validity and ability of the questionnaire. For convergent validity, the mean extraction variance (AVE) and composite reliability (CR) are calculated: $CR > 0.7$, $CR > AVE$, $AVE > 0.5$. The reliability condition is also greater than Cronbach's alpha coefficient of 0.7.

Table (3). Convergent Validity and Reliability

	Average Variance Extracted (AVE)	Composite Reliability	rho_A	Cronbach's Alpha
Employee participation	0.501	0.94	0.941	0.932
Job Satisfaction	0.555	0.961	0.963	0.957
Job Performance	0.558	0.94	0.944	0.929

By observing the above table, all the above relations have been established, so the mentioned standard questionnaires have appropriate validity and reliability. These analyzes are performed by Smart PLS 3 software. The following two methods have been used to analyze the data. Descriptive statistics: in this study, descriptive statistics have been used to statistically analyze participants' responses. Inferential statistics: in this study, structural equation modeling and Smart PLS 3 software were used to analyze the collected data.

4. Data Analysis

Descriptive analysis of research variables based on central parameters (mean, median, and mode) and dispersion parameters (standard deviation, variance and amplitude of changes) for the main factors of research is presented in Table 2.

Table (2). Descriptive analysis of variables

No.	Mean	Median	Min	Max	Standard Deviation	Skewness	Excess Kurtosis
A01	3.585	4	1	5	1.248	-0.564	-0.646
A02	3.649	4	1	5	1.192	-0.616	-0.45
A03	3.569	4	1	5	1.246	-0.535	-0.664
A04	3.585	4	1	5	1.188	-0.544	-0.442
A05	3.629	4	1	5	1.247	-0.598	-0.575
A06	3.54	4	1	5	1.253	-0.475	-0.748
A07	3.508	4	1	5	1.286	-0.465	-0.825
A08	3.472	4	1	5	1.307	-0.434	-0.901
A09	3.395	3	1	5	1.266	-0.333	-0.849
A10	3.504	4	1	5	1.244	-0.458	-0.716
A11	3.524	4	1	5	1.195	-0.472	-0.524
A12	3.552	4	1	5	1.217	-0.467	-0.647
A13	3.407	3	1	5	1.27	-0.326	-0.884
A14	3.532	4	1	5	1.228	-0.496	-0.677
A15	3.52	4	1	5	1.247	-0.435	-0.791
A16	3.625	4	1	5	1.188	-0.619	-0.459
A17	3.726	4	1	5	1.124	-0.78	-0.043
A18	3.532	4	1	5	1.228	-0.549	-0.628
A19	3.508	4	1	5	1.218	-0.537	-0.622
A20	3.516	4	1	5	1.251	-0.541	-0.685
B1	3.69	4	1	5	1.213	-0.517	-0.62
B2	3.702	4	1	5	1.208	-0.514	-0.637
B3	3.653	4	1	5	1.222	-0.486	-0.654
B4	3.661	4	1	5	1.217	-0.501	-0.621
B5	3.565	4	1	5	1.315	-0.419	-0.955
B6	3.69	4	1	5	1.213	-0.517	-0.62
B7	3.702	4	1	5	1.241	-0.589	-0.603
B8	3.657	4	1	5	1.27	-0.57	-0.661
B9	3.661	4	1	5	1.217	-0.474	-0.68
B10	3.673	4	1	5	1.212	-0.499	-0.636
B11	3.637	4	1	5	1.224	-0.46	-0.687

B12	3.677	4	1	5	1.195	-0.439	-0.782
B13	3.633	4	1	5	1.244	-0.414	-1.004
B14	3.633	4	1	5	1.269	-0.462	-0.996
B15	3.617	4	1	5	1.277	-0.456	-1.001
B16	3.601	4	1	5	1.307	-0.473	-1.01
C1	3.69	4	1	5	1.22	-0.54	-0.59
C2	3.714	4	1	5	1.213	-0.555	-0.577
C3	3.665	4	1	5	1.227	-0.525	-0.604
C4	3.665	4	1	5	1.227	-0.525	-0.604
C5	3.548	4	1	5	1.373	-0.37	-1.186
C6	3.681	4	1	5	1.221	-0.52	-0.614
C7	3.71	4	1	5	1.24	-0.596	-0.586
C8	3.677	4	1	5	1.258	-0.584	-0.619
C9	3.661	4	1	5	1.204	-0.453	-0.678
C10	3.661	4	1	5	1.201	-0.49	-0.595
C11	3.637	4	1	5	1.217	-0.451	-0.706
C12	3.726	4	1	5	1.197	-0.508	-0.726
C13	3.621	4	1	5	1.209	-0.41	-0.882

In the table above, the extent of dispersion and the response period of the participants to the survey questionnaire questions can be seen. The average score per questionnaire is also significant. Looking at the table above, it can be seen that the lowest scores on the questions of the questionnaire were score one and the highest scores on the questions of score five, also according to the middle of most of the answers tended to score 4 and 5. In the next section, the factor loads of each item and each of the factors are examined, which can be seen in Figure 2:

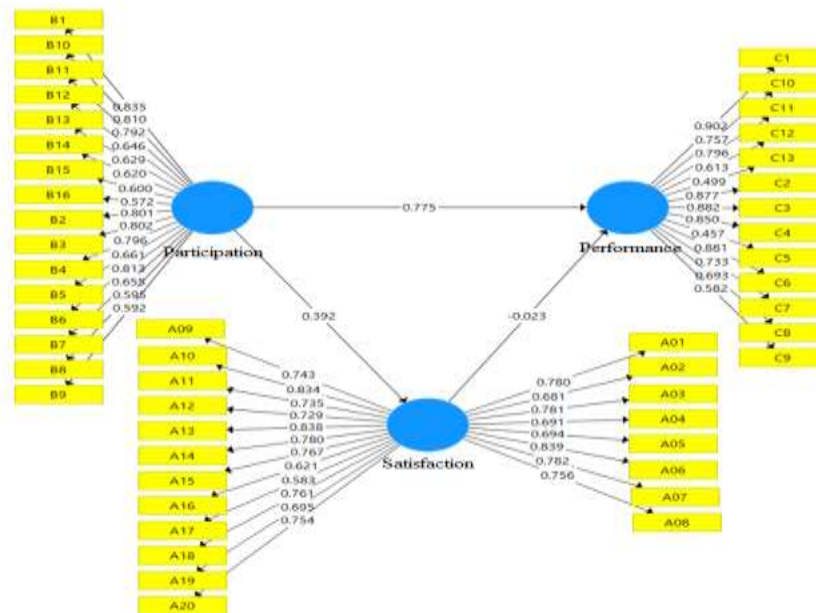


Figure (2). Partial Least Squares Test

In Figure 2, each of the relationships of the research is analyzed separately using the partial least squares technique. In the partial least squares technique, a few points are very important. The strength of the relationship between the factor (hidden variable) and the visible variable is indicated by the factor load. The factor load is a value between zero and one. If the factor load is less than 0.3, a weak relationship is considered. A factor load of between 0.3 and 0.7 is acceptable (provided that the mean-variance extracted is greater than 0.5) and is desirable if greater than 0.7. Now, looking at the figure above, it is clear that some relationships have a factor load greater than 0.3. Now the amount of alignment is evaluated using VIF. As we know, one of the conditions and assumptions of regression is the non-alignment of independent variables. Therefore, to investigate this situation, the VIF variance inflation index or bias is used, in which the variance thrombus index above 10 indicates the critical alignment condition and a value close to 1 indicates the desired condition and shows the acceptable alignment limit (Hansler et al., 2009).

Table (4). Internal VIF model index

	Job Performance	Job Satisfaction
Job Satisfaction	1.184	-
Employee participation	1.229	1

According to the proposed explanations and observation of Table 4, it can be concluded that the conceptual model of the research has a desirable level of alignment. The coefficient of determination (R^2) is a measure that indicates the amount of change in each of the dependent variables of the model, which is explained by independent variables. The value of R^2 is given only for the endogenous variables of the model and its value is zero for exogenous structures. The higher the value of R^2 for the endogenous structures of the model, the better the fit of the model. Three values of 0.19, 0.33 and 0.67 have been introduced as weak, desirable and strong values for model fit.

Table (5). Coefficient of determination (R^2)

	R Square Adjusted	R Square
Job Satisfaction	0.35	0.353
Employee participation	0.571	0.576

According to the proposed explanations and observation of Table 4, it can be concluded that the conceptual model of the research has a desirable level of alignment. By proving the robustness of

the conceptual model of the research using the bootstrapping technique, the meaning of the relations is discussed:

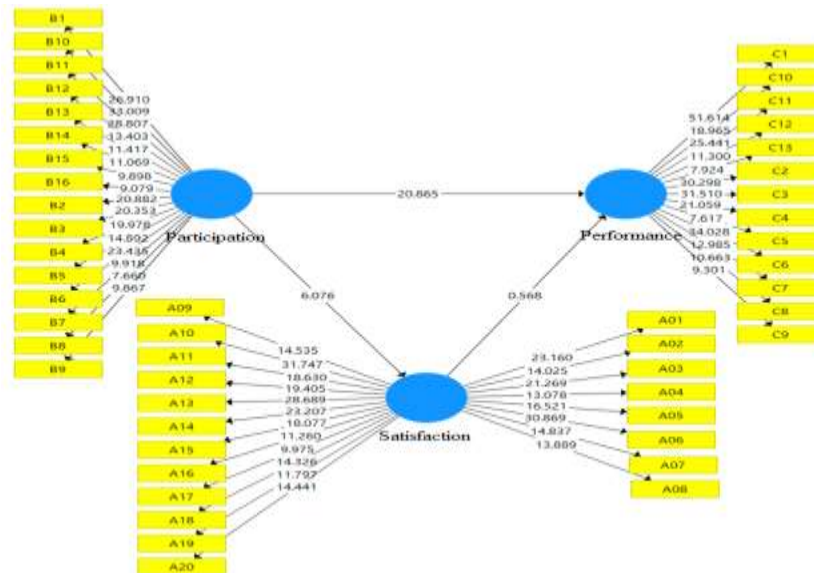


Figure (3). Structural fit

As mentioned, to evaluate the significance of the observed correlations, bootstrap or cross-cutting methods of Jack Knife are used. In this study, the self-management method is used, which gives the t-statistic. At the 5% error level, if the value of the t-value bootstrap statistic is greater than 1.96, the observed correlations are significant. Therefore, by observing the above relations, it is clear that most of the relations are meaningful.

5. Conclusions

The first hypothesis: The results obtained from the measurement indicate that the impact of employee participation on organizational performance has been measured as 0.775. The measurement statistic was 20.865, which is greater than the critical value of t at the 5% error level, ie 1.96, and shows that the observed correlation is significant. Therefore, with 95% certainty, employee participation has a positive and significant effect on organizational performance. Participation is a way to allow employees to use their abilities, to think, to use their creativity, and to be involved in decision-making and participation, instead of always being managed and led. By delegating authority and consulting with its employees, the manager motivates the staff to work in a regular, accurate, and desirable manner. Employee participation allows the manager to easily use the intelligence, ingenuity, and work experience of his staff. Take the appropriate to get things done faster, and the manager who is specific in making decisions uses the opinion of employees, considers his employees involved in doing things, and follows the work with more motivation. The result is consistent with (Kazemi and Derakhshideh, 2018), because their results show that job satisfaction and job performance are overshadowed by the emotional commitment and normative

commitment, and finally, job participation can have positive effects on job satisfaction and job performance. In line with the first hypothesis it is suggested to identify the capabilities and capabilities of individuals and use them in employee participation; planning to hold and create workshops on how to express opinions to employees; develop systems to support employees' opinions and encourage employees to have a social and effective voice; forming working groups and committees in groups in organizations; evaluate the performance of human and organizational manpower based on employee participation, and creating an organizational culture based on silence unless it is participation or constructive suggestion. It is recommended to establish an appropriate reward system for creative ideas and suggestions.

The second main hypothesis: The results obtained from the measurement indicate that the effect of employee job satisfaction on organizational performance is -0.023, which is not significant. The measurement statistic is 0.568 which is less than the critical value of t at the 5% error level of 1.96 and shows that the observed correlation is not significant. Therefore, with 95% certainty, employees' job satisfaction does not have a positive and significant effect on organizational performance. Job satisfaction and performance have a two-way relationship. Just as when a person feels job satisfaction, his performance in the work process increases. Also, when a person has a good job performance, it can be predicted that his job satisfaction will increase. Of course, it should be noted that the role of job satisfaction in increasing job performance is more obvious. The result is consistent with (Obeidat et al., 2018), because they concluded that job satisfaction has a significant and positive effect on the performance of the organization. In line with the second hypothesis, its recommended to design effective reward packages that include basic payment elements, job benefits, and individual and team rewards are among the effective measures to improve satisfaction with the organization's compensation system, which in turn leads to greater job satisfaction and ultimately leads to job performance. Higher will be the staff of this organization; and Improving the system of career advancement and promotion by focusing on competency selection and meritocracy, creating equal and competitive opportunities for staff promotion according to their abilities, skills, interests and experiences, paying attention to planning and managing career path in the organization Utilizing a proper performance appraisal system as a platform for career advancement can lead to employee satisfaction and better job performance.

The third main hypothesis: The results obtained from the measurement show that the effect of employee participation on employee job satisfaction is 0.392 which is a significant value, and the measurement statistic is 6.076 which is greater than the critical value of t at the 5% error level of 96%. / 1 and shows that the observed correlation is significant. Therefore, with 95% certainty, employee participation has a positive and significant effect on employee job satisfaction. Employee satisfaction with the job and its dimensions is one of the variables that affect the quantity and quality of human resource utilization in organizations. Job satisfaction increases efficiency and a person's sense of life satisfaction. Job dissatisfaction first reduces people's efficiency in the workplace and then their commitment to values, norms and social trust. In relation to job satisfaction, as a person's attitude to the job and its dimensions, various variables are considered

and studied. Among these, employee participation in the job process and decision-making in the organization is one of the most important. Participation and, more importantly, the feeling of participation can directly and indirectly affect employees' satisfaction and attitudes not only to the job, but also to themselves. Participation and job satisfaction have important consequences on the level of performance and attitude of employees. The result is consistent with the Mohsen and Sharif (2020) (2018), because they concluded that employee participation has a positive effect on job satisfaction. It is recommended that the managers of the organization pay more attention to establishing effective personal relationships with employees and in fact the managers of the organization use the managerial humor approach, apply collective and decentralized decision-making style and also pay more attention to using participatory management style according to the degree of intellectual maturity. Top staff is suggested as a way to improve satisfaction with the leadership system and thus improve job satisfaction. Employees' opinions can be used in better planning, use in decisions related to management issues, and use in supervision and control. Other benefits of participation and the benefits include reduced personnel costs and the cost of hiring contractors as a result of employee participation in executive work. Involvement of individuals in both decision-making and monitoring, as well as planning, will lead to feedback from employees.

In order to conduct further research, it is recommended to prioritize the dimensions of each of the variables used in this research. It is recommended that the present study be conducted simultaneously in similar organizations and that their results be compared with each other. Regarding the limitations of research, it should be noted that one of the most important limitations of research, which is a special feature of social science research, is the effect of variables that are beyond the reach of the researcher and the possibility of their impact on research results is not forgotten.

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