

## **Joint Consultation as A Determinant of Job Satisfaction in The Insurance Sector**

**Sholesi Olayinka Yusuf<sup>1</sup>**

<sup>1</sup>Department of Industrial Relations and Human Resource Management,  
Faculty of Management Science, Lagos State University, Ojo, Lagos, Nigeria.

### **Abstract**

The urge for employees to have a voice in the decision-making process at the workplace has made joint consultation imperative. This study examined joint consultation as a determinant of job satisfaction in the insurance sector. The study adopted the survey research method using Krejcie and Morgan's sample size determination formula to select a sample size of eighty-six (86) from a population of one hundred and ten employees. Seventy-three copies of the questionnaire were duly completed, and thirteen were not usable. Two hypotheses were tested using the partial least square structural equation model, SMARTPLS 3.2.2. SPSS version 25. The result revealed that joint consultation has an effect on employee job satisfaction. The P values for the two hypotheses tested are less than 0.05 level of significance. Therefore, for the two hypotheses, the alternative hypotheses were accepted. The study recommended, among others, that organizations should see joint consultation as a means of enhancing job satisfaction. In addition, further studies should be conducted on joint consultation using other indicators of job satisfaction.

**Keywords:** *Joint Consultation, Participation, Job satisfaction*



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### **INTRODUCTION**

For businesses to maintain a competitive advantage in the age of global competition, they must have highly motivated and content staff (Freeman, 2014). Joint consultation and meaningful participation, according to Bryson (2017), are crucial for increasing workers' job satisfaction. A generalized attitude toward the job based on an assessment of its various facets is called job satisfaction. Joint consultation, according to Emmott (2010), improves employees' attitudes and job satisfaction by letting them know that their interests are taken into consideration when important choices are made. The sentiment a worker has about his or her job or work experiences in relation to prior experiences, present expectations, or available alternatives is known as job satisfaction (Blazer, 2015). Joint consultation, according to Marchinton (2013), reduces industrial action and improves job satisfaction by giving employees a chance to voice their opinions and alter their behavior at work. Before making decisions that will have an impact on the workforce, the management of an organization will formally confer with the employee's representation. Typically, this will be done through a joint consultative committee (Pohler & Luchak, 2014).

According to Artz (2014), adopting progressive employee management methods, such as joint consultation, high involvement, high satisfaction, and performance, benefits both businesses and employees. Further, collaborative consultation is stressed from the beginning of the decision-making process, increasing the quantity of information available to management and employees and enhancing job satisfaction, according to Kaufman (2014). With these various points of view on

Corresponding author

Sholesi Olayinka Yusuf, [olayinka.sholesi@lasu.edu.ng](mailto:olayinka.sholesi@lasu.edu.ng)

DOI: 10.31098/orcadev.v1i2.1069

Universitas Airlangga Postgraduate School & Research Synergy Foundation

joint consultation, this study investigates whether joint consultation affects employee happiness at Guinea Insurance P.L.C.

### **Statement of The Problem**

Several studies (Freeman, 2014; Laroche, 2016; Bryson et al., 2017) have been carried out on joint consultation, but most of the studies are in developed economies. There is little evidence that researchers have examined joint consultation as a form of employee voice on workers' job satisfaction in Nigerian organizations; most of the studies carried out in developed economies are qualitative studies that rely on secondary data. This is a vital area because there is a need for organizations to understand the importance of giving the employee a voice through the use of joint consultation.

The paucity of literature on joint consultation in developing economies and the limited opportunity given to employees to express their views on issues that affect their job and working conditions is affecting employees' job satisfaction and increasing industrial disputes. Marchington (2013) reported that joint consultation helps to reduce industrial action and improve job commitment and satisfaction. At the same time, other studies (Ferne & Metcalf, 2005; Dix & Oxenbridge, 2003) have shown the effectiveness of joint consultation in improving work-related behaviours. This study, therefore, examines the effect of joint consultation on workers' job satisfaction in Guinea Insurance P.L.C.

### **Research Objectives**

The main objective is to examine the effect of joint consultation on job satisfaction; other specific objectives include:

- i. To examine the effect of consultative participation on information and communication
- ii. To investigate the effect of consultation committees on working and vacation times

### **Research Questions**

- i. What is the effect of consultative participation on information and communication?
- ii. To what extent would consultation committees affect working and vacation times?

### **Research Hypotheses**

- H<sub>0</sub>1: Consultative participation has no significant effect on information and communication.  
H<sub>0</sub>2: Consultation committees will not affect working and vocational times.

## **LITERATURE REVIEW**

### **Job Satisfaction**

Various experts on the topic have given the term "work satisfaction" a variety of meanings. Job satisfaction is a person's subjective assessment of a specific work environment. One's reactions and sentiments toward many aspects of his job duty. Job satisfaction is a unique subset of views held by organizational members, according to Phurohit (2004). It refers to one's attitude regarding particular elements like pay, job security, and the working environment.

Workplace satisfaction, according to Spector (2013) and Kreitner and Kincki (2006), involves a general feeling about working and contains a constellation of attitudes about various job

aspects (such as compensation, supervision, and coworkers) to which the employee effectively responds. This definition suggests two methods for measuring job satisfaction: the facet method and the global method. The facet method is used to determine which aspects of the job lead to satisfaction or discontent.

Job satisfaction is a state of mind that results from a list of specific experiences with the job that you like and don't like (Kabir, 2011). An individual's level of job satisfaction is dependent on the job and is thought of as a measure of contentment. Job satisfaction is a crucial indicator of how someone thinks about their job and determines how satisfied they are with it (Blazer, 2015). Individual satisfaction levels are correlated with increases in organizational output. A crucial aspect of an organization's success is employee satisfaction. A high incidence of individual satisfaction and low staff turnover is significantly associated with all organizations (Ghafoor, 2012). Thus, maintaining employees' happiness and satisfaction with their current jobs would be a top concern for every organization. Human resource management procedures aim to assign and deploy human capital in the most effective manner to achieve long-term organizational goals. They provide a number of advantages and benefits, which raise employee motivation and job satisfaction (Jeet, 2014). According to Sharma and Lyoti (2006), an employee's level of need for fulfillment affects how satisfied they are at work.

Three main methods have been put out to comprehend the idea of job satisfaction, namely (i) Herzberg's Attitudinal Approach, Work Motivation, (ii) The need-gratification strategy, and (iii) Factorial approach. According to the attitude approach to job satisfaction, a job is one that has a generalized effective orientation to all components of the job as a result of numerous distinct affective orientations in the areas of individual adjustment, particular job variables, and group interaction. It was assumed that the need gratification approach was correlated with job satisfaction. They were expected to have favorable attitudes toward their jobs as they sought adjustments that were important to them; this displays greater job satisfaction in them. In this manner, job satisfaction might serve as a measure of need satisfaction.

However, the factorial approach has made an effort to identify the factors that influence job satisfaction by considering its underlying causes. Lepold et al. (2018) developed eleven facet scale measurement and facet item measurements for job satisfaction which are (i) Information and communication (ii) Demanding work (iii) Relationship to direct colleagues (iv) Relationship to direct supervisor (v) Organization and management (vi) Chances of making career (vii) Working conditions (viii) Decision range (ix) Working and vacation times (x)Compensations of the employer (xi) General framework conditions. However, for this study, job satisfaction would be measured using (i) information and communication and (ii) working and vacation times because it has not been used in literature as a measure of job satisfaction.

### **Joint Consultation**

According to Isaac (2014), there has been a long tradition of worker consultation dating back to the early 20th century, when labor-related conflict gave rise to the capitalist welfare movement, which aimed to preserve the market (Frege, 2005). Early advocates of consultative systems envisioned a third pillar upon which worker-management relations could stand to address issues of mutual interest and benefit rather than as a replacement for collective bargaining or management-led approaches. The Whitley system, so named in honor of Whitley, the chairman of the house of

commons committee, gave this the fullest expression in the British civil service. In 1916, a cabinet committee on reconstruction was established with the title "the committee on relations between employers and employed." This committee was tasked with making recommendations for ways to achieve long-term improvement in industrial relations in what was at the time characterized as an atmosphere of "idealisms and post-war "reconstruction" planning" (Wheel & Wright, 1954). In order to share information and address issues of mutual importance, the Whitley report recommended that a number of committees comprised of employee and management representatives be established in each industry. Whitley councils, as they were known, existed at the national, district, and workplace levels. They were swiftly embraced by the civil service and based on the most recent assessment of the JCC's presence in Britain, the public sector is still feeling the effects of their use. As stated in a recent study of Britain's consultation systems (Adam et al., 2014). In the public sector, JCC presence of any type (at work or above) is three times more than in the private sector (i.e., present in 65 percent of public sector establishments versus 20 percent respectively in private industry).

Although "whitleyism" appeared to be a success in the public sector, it never really spread there. Although the government of the time accepted the study and suggested, National Joint Industrial Councils be established. Employers and labor groups were permitted to adapt the consultation framework to their needs. The majority merely disregarded the consultative elements, and those who did create a council did so in order to engage in customary collective bargaining with them (Gospel & Williams, 2003). Collective bargaining and consultation were even more in contrast during the interwar slump and the industrial upheaval of the 1920s. Joint consultation had an impact on British labor relations despite falling far short of its intended goals. In reaction to the Second World War, the government vigorously promoted the joint industrial councils during the 1930s and 1940s, and they were once more employed to "assist in reconstruction" after the war. Additionally, this stage of joint consultation dwindled as a result of post-war union demands for traditional collective bargaining and business reluctance to accept workplace-level representation, as well as the institution problem. In publicly held sectors, worker representation on company boards was demanded, and tripartite agreements like the 1974 Health and Safety at Work Act (HSWA) paved the way for the development of significant consultation institutions at the workplace.

However, by the beginning of the 1980s, the political climate towards industrial democracy collective bargaining had significantly transformed. Following Margaret Thatcher's election and her government's revocation of privileges and installation of limitations on union operations, membership and union coverage almost immediately started to decline. However, at this time, employers started to show a growing interest in alternative voice systems, partly to fill the gap created by a lack of union representation and partly as a component of a larger strategy of management-led employee engagement techniques. Joint Consultative Committees (JCC) have always been an option, even though it is evident from various waves of the British workplace Employment Relations Survey (WERS) that employers have, at least since the 1980s, preferred direct form of communication (e.g., via work meetings, problem-solving circles, and briefing groups, etc.) over union and non-union representative voice (Bryson et al., 2013).

Consultation, according to McDonald and Wiesner (1999), is a deliberate endeavour by management to include employees, to a greater or lesser extent, in decision-making. It is a collection

of procedures used by management to involve workers in decision-making at different levels of the organization. Employee interaction through consultation is completely different from negotiating in terms of management. An inclusive manager may use complementary processes like bargaining and consultation to encourage employee participation. Joint consultation, according to Bates and Murphy (2015), is largely focused on information sharing rather than influence sharing. They describe it as a way of communication that enables information to go to and from the lowest and top levels of the organization. Joint consultation continued to exist, according to Bates and Murphy (2015). They stated that this was partly due to what amounted to a conspiracy of vested interests and partially due to the fact that organization members were unable to agree on its purposes.

### **Joint Consultation Committees**

According to Bryson (2017), Joint Consultation Committees (JCC) are one way for management and worker representatives to jointly regulate work procedures, workplace conditions, and other issues. The potential of JCCs for employee engagement is largely reliant on how management uses them. JCCs are able to perform all or some of the following, such as encourage and strengthen the collective bargaining process, substitute for collective bargaining, complement other management controls, Facilitate change processes, Give employees a voice in decision-making, and Promote productivity and efficiency (Isaac, 2014).

According to Artz (2014), JCCs are widely acknowledged as playing a pivotal role in both the management of organizational transformation and the management of employees, as exemplified below:

1. The detection and remediation of potential issues to prevent implementation delays and disruptions
2. Employees' dedication to the change and likelihood of participation in resolving issues that emerge
3. Determining and implementing the supports required for successful implementation, such as new administrative procedures, supervision arrangements, and training
4. Better management and employee relationships
5. Simpler implementation of change
6. Boosts productivity
7. A rise in the caliber of goods or services
8. A reduction in labor turnover

Employee participation in decision-making through consultative mechanisms, such as JCCs, can be thought of as occurring on a continuum, from low levels where consultation is lacking (management decisions are made without consulting employees, or employees are simply informed about management's action) to high levels where JCCs are present to facilitate joint decision-making. However, for this study, joint consultation would be measured using (i) consultative participation and (ii) consultation committees because it is used in literature to measure employees' voices in decision-making.

### **Consultation Participation**

According to Cotton et al. (2014), employees can participate in the decision-making process through consultative involvement. Quality circles are frequently used to achieve this. A group of

personnel from various levels of a firm that frequently meet to talk about methods to improve quality and find solutions to production-related issues are referred to as quality circles.

### **Limitations of Joint Consultation**

Fashoyin (2015) posits that the performance of Joint Consultation in Nigeria is a mixed bag. In many organizations where it exists, there is jointly halfhearted interest. It is due to the following limitations, such as:

- i. The way management perceives consultation, i.e., as a machinery, which management could consult if and when desired
- ii. Many managements believe that conclusions at consultative meetings are mere conclusions and therefore are not binding on the employers
- iii. On the union side, there is ambivalence among leaders view of Joint Consultation is that it is a management design to divide the loyalty of the workers
- iv. Union officials tend to turn the committees into negotiating panels and therefore obscure their meaningful purpose
- v. Union leaders in Nigeria generally regard their relationship with management as adversarial and tend to be antagonistic or confrontational in their interaction

Finally, where consultations do not produce concrete results as collective bargaining does, unions naturally have no interest in what JCC stands for.

### **Implications for Trade Unions**

Due to the differences and overlaps in the roles and concerns of the Joint Consultation committee and trade unions, their relationship is complicated. It has been determined that all kinds of collective representation, whether or not they are union-based, are likely to disappear in favor of more direct, managerially oriented forms of participation in a personalized society (Marken, 2013). If this is the case, it indicates that the competition between various forms of representation may get more intense as the market for such services declines.

According to French (2011), the question is if JCC faithful undermine or reflect union concerns. First, JCC may, in reality, cross the thin line between bargaining and consultation and put unions at risk. Secondly, JCC represents all employees' interests, including those of non-union members. Thirdly, on occasion, employers have started non-union forms of representation on their own and have exerted a strong influence over them, posing a challenge to the decency of unions as defined by the International Labor Organization. French, though, contends that unions can contribute to the success of the Joint Consultation committee. In particular, they may help JCC significantly by fostering educational opportunities and facilitating access to crucial data.

The definition of "Joint Consultative Committee" is extremely broad, and it may take the shape of a group that is solely consultative and increases employee participation. In JCC, consultation means that management asks employee representatives' opinions on particular topics without having to take such opinions into consideration. JCCs are tools for encouraging employee involvement in order to make the best use of human resources and/or to help democratize the workplace. The fact that both of these latter positions are regularly asserted by labor unions is a potential source of tension. While trade unions are membership-based organizations, JCCs

represent the whole workforce of an organization. For unions, these discrepancies present a number of challenges.

In the beginning, JCCs might seem to be more representative of the workforce than unions. Second, when it comes to management, the two institutions' diverse constituencies may cause friction and problems with interest aggregation. As union membership has decreased in various nations, JCCs have increasingly included non-union delegates. It has been asserted that whether JCCs properly represent employee interests depends on effective union support (Klikauer, 2014). Unions can enhance the representative skills and network as well as offer an external, comparative perspective on terms and conditions. In the same way, a positive advance on the existing joint consultation base would demand some changes amongst the trade unions, given representation based firmly on existing trade union arrangements, could the union be persuaded to give joint consultation the benefit of the doubt, a method of involving all employees more completely in company affairs.

### **THEORITICAL REVIEW**

The theories reviewed include the following, namely Herzberg two factor theory (1959) by Fredrick Herzberg and the human relations approach (1920) Elton Mayo.

#### **Herzberg Two Factor Theory**

Herzberg conducted research on the notion of work motivation in the 1950s in Pittsburgh. His theories focused on figuring out what drives employees and what they really desire from their jobs. He asked employees to share with him instances when they thought their jobs were particularly good or unpleasant. In contrast to extrinsic variables, which serve as hygiene considerations to prevent employee dissatisfaction, intrinsic factors tend to stimulate employees, according to Herzberg. According to Herzberg, intrinsic and extrinsic influences can be further subdivided into two groups, which he code-named as Motivators and Hygiene Factors.

The intrinsic variables that affect or boost job happiness and inspire employees are known as motivators. Whereas the extrinsic hygiene aspects are components whose absence or inadequacy in a job leads to discontent. They are connected to the workplace context (work setting). Instead of the nature of labor itself, they are more related to the setting in which individuals work. The workers won't be motivated by improving the hygiene element; instead, it will just keep them from being unhappy. The hygiene factors consist Organizational policies, uality of supervision, Physical working conditions, Salary, and relationship with peers.

#### **The Relevance of Herzberg Two Factor Theory To The Study**

Herzberg asked employees to tell him about times when they thought their jobs to be very wonderful or unpleasant with the goal of learning what drives people and what they genuinely need from their jobs to be content. As a result, the Herzberg two-factor hypothesis is pertinent to this study.

#### **The Human Relations Approach**

This strategy was developed as a result of Elton Mayo's research in the Western Electric Company's Hawthorne plant between 1927 and 1932. Although the Hawthorne experiment was first intended

to examine how physical workplace factors like lighting, temperature, and timetables affected employees' productivity. The Hawthorne studies' findings and contributions to the field of human interactions.

- i. That improving work groups can increase production rather than just focusing management attention on each employee as an individual member of the company
- ii. That group dynamics, norms, and the human need to associate in order to satisfy social and emotional needs are the key factors determining human activity and the productivity of individual workers rather than economic rationality or monetary incentives and rewards
- iii. That an employee's interactions at work have the biggest impact on him or her. Therefore, when it comes to influencing individual output, group production standards are significantly more crucial than salary incentive management
- iv. Regardless of actual improvements in working conditions, management's extra attention to employees boosts productivity. The Hawthorne effect is what is meant by this

#### **Recommendations for Human Relations Approach**

- i. Using principles such as job expansion, decentralization, loose organization, human emphasis, flexible process, pleasant environment, and people orientation, among others, to humanize technological organization structure and job design
- ii. A blend of formal authority and informal organizational structure
- iii. A growth in welfare programs and recreational opportunities for groups.

#### **Justification for The Theory Adopted For The Study**

The study examined two theories, but the human relations theory—which holds that humans are social beings motivated by social needs and that workers are more susceptible to social pressures of peer groups than financial incentives and management control—was used to give an explanatory framework. The idea comes to the conclusion that workers benefit from attention from management, other employees, and customers.

#### **EMPIRICAL REVIEW**

On joint consultation, several empirical research has been conducted. For instance, Isaac (2014) did research on joint consultation and participation. The study is qualitative, and secondary sources were used for the data. According to the study, managers may tap into the knowledge and creativity of others when they create informal or formal procedures for asking subordinates for assistance in developing plans and choices. The study also showed that the act of participating activates higher human motivations and drives, such as the need for accomplishment and self-assertion. It enables workers to understand that their contributions are desired and valued.

Additionally, a study on the contours of joint consultation in Australia was conducted by Holland et al. (2015). Updating the empirical evidence, the study offers an empirical analysis of employee voice in Australia with a focus on joint consultation, using data from two sizable national surveys of workers. The study showed that there was a decrease in the frequency of joint consultations between 2004 and 2007. This was attributed to employers trying to reclaim administrative prerogative through direct voice mechanisms by capitalizing on a decrease in a collective voice. The study also showed a link between the development of HRM methods intended



to foster employee engagement and commitment in an era of rising competition, particularly among large organizations, and the longevity of joint consultation as a form of employee participation in Australia's workplace.

Chadwick's (2016) study on participation through joint consultation revealed that the image of joint consultation had been seriously damaged, and it would lead many to suggest abandoning it. The study further reveals that joint consultation offers a chance to bring managers and trade unionists together in a more favorable climate. This will nevertheless depend on,

- i. A redefinition of the place of consultation in the decision-making process
- ii. Basing any structure on existing trade union arrangement
- iii. Committeemen from all sides
- iv. Imaginative training approaches to make joint consultation an example of living participation

A sample of 357 employees from banks in the South-South region of Nigeria was used as respondents in Tarela and Seth's (2017) study on joint consultation and workers' commitment. The study used a cross-sectional survey approach. A substantial positive link between joint consultation and employees' emotional commitment was found using Spearman rank order correlation, but no significant associations were found with employees' continuity or normative commitment. According to the study, employees who participate in joint consultation show low normative commitment and continuity but are emotionally engaged with their firms.

In addition, Barry et al. (2018) examined the impact of HR policies and joint consultation committees on employee evaluations of workplaces in Britain. Even after accounting for unions and (HIHR) policies, the study on non-union employee representation at work in the form of consultative committees and the potential moderating effects of union representation and high involvement suggests a re-evaluation of the role that JCCs play in the subjective well-being of workers. The study further shows that unions or (HIHR) are substitutes for JCCs when it comes to enhanced self-reported worker well-being. In other words, unions or (HIHR) do not negatively affect the operation of JCCs with respect to full mediation. The study also found that when JCCs interact with high-engagement management and union representation, there is a significant and favorable three-way moderating effect.

## **RESEARCH METHOD**

This study is restricted to Guinea Insurance Nigeria Plc's Jibowu head office in Lagos State due to its nature and scope. The researcher's decision to focus on the insurance industry was driven by the fact that, as far as he or she is aware, there haven't been many studies done in the banking industry. Guinea insurance was also chosen due to its convenience and data availability. The survey research methodology was used for the investigation. Data were gathered by the distribution of questionnaires, and a scale on job satisfaction was created based on the work of Lepold et al. (2018). The survey was designed with a 4-point Likert scale. The technique of purposeful sampling was adopted. Experts in measurement and evaluation from the department of industrial relations and human resources management confirmed the validity of the study instrument. Using the test-retest approach, the instrument underwent pilot testing, and a reliability coefficient of 0.75 was obtained.

The study's population consisted of 110 employees, and a sample size of 86 was determined using the Krejcie and Morgan sample size calculation formula. One of the organization's employees

assisted in distributing copies of the questionnaire. A total of 86 copies of the survey were distributed; however, only 73 of them were properly completed and returned, leaving 13 unused. The partial least square structural equation model, SMARTPLS 3.2.2, was used to analyze the data in SPSS version 25.

### **Initial Measurement Model Fit and Modification**

The major findings in relation to the measurement fit, including the confirmatory factor analysis, are presented in this section (CFA). Confirmatory factor analysis establishes the underlying structure based on the theoretical foundation and generates a numerical expression for a data set by incorporating the testing of dimensionality. The outcome here demonstrates the measurement model's improvement, modification, and simplification for theory testing and assessing the degree of fit. Confirmatory factor analysis was used to examine how well the study's measuring items fit collectively. Hu and Bentler (1999) found that aGFI 0.90, CFI 0.90, and an RMSEA 0.05 were established criteria for evaluating model fit.

## **FINDINGS AND DISCUSSION**

### **Findings**

#### **Consultative Participation**

The consultative participation variable was measured using five items. All of these items in the measurement of the construct were subjected to CFA. The CFA result shows that the five items are good measures of consultative participation. The initial findings in the inter-item correlation show that all items in the consultative participation scale exhibited acceptable loadings. As revealed in Table 1, all fit indices showed that the items are significant, and as such, there is no need for modification of the consultative participation items in measuring information communication. This suggests that the five items are valid as well as reliable.

**Table 1.** Summary of Findings (CFA): Consultative participation

<b>Consultative participation items</b>	<b>Initial Loading</b>	<b>Standardized Loadings</b>
CP1 I consider the current mechanism of consultation in my company not fair enough.	.167	.
CP2 They have not been gains or positive impacts on employees' working conditions as a result of participative consultation over the years.	.688	.705
CP3 The consultative participation mechanism does not contribute toward a better relationship between workers and management.	.640	.654
CP4 My employer does not consult me and the people I represent on issues concerning our welfare.	.639	.712

CP5	The management of my organization does not provide us with full information regarding the developmental achievement of the organization.	.615	.651
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**Achieved Fit Indices**

	RMSEA	IFI	TLI	CFI
CMIN/DF ( $\chi^2$ /DF)				
48.383	0.176	.901	.822	.903
3.642	.020	.918	.945	.917

**Information Communication**

Information communication is a dimension of job satisfaction that is measured by five observed items. The five observed items were subjected to confirmatory factor analysis (CFA). The CFA result shows that the five items are good measures of information communication. The initial findings in the inter-item correlation show that all items in the information communication scale exhibited acceptable loadings. As revealed in Table 2, all fit indices showed that the items are significant, and as such, there is no need for modification of the information communication items in measuring job satisfaction.

**Table 2.** Summary of Initial findings (CFA): Information Communication

<b>Information Communication items</b>	<b>Standardized Loadings</b>
IC1	I don't have information about activities in my company. .770
IC2	The communication flow between employees in my organization is restricted. .684
IC3	I don't get adequate information from the management. .679
IC4	Information on new innovations in the organization is not made available to employees. .747
IC5	My suggestions are not giving the utmost attention .653

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**Achieved Fit Indices**

	RMSEA	IFI	TLI	CFI
CMIN/DF ( $\chi^2$ /DF)				
2.456	0.04	0.95	.96	.997

**Consultation Committees**

The consultation committee variable was measured using five items. All of these items in the measurement of the construct were subjected to CFA. The findings in the inter-item correlation show that all the items in the consultation committees scale exhibited acceptable loadings. As revealed in Table 3, all fit indices showed that the items are significant, and as such, there is no need for modification of the consultation committee items in measuring working and vacation times. This suggests that the five items are valid as well as reliable.

**Table 3.** Summary of Findings (CFA): Consultation Committees

<b>Consultation Committees Items</b>	<b>Items wording</b>	<b>Initial Loading</b>	<b>Standardized Loadings</b>
CC1	My organization does not reward committees for the suggestions they make on how to increase productivity.	.222	.
CC2	The use of joint consultation committees is not effective for getting workers' views on issues.	.742	.753
CC3	Joint consultation committees do serve as a good replacement for trade unions.	.647	.700
CC4	Joint consultation committees do not help minimize industrial disputes.	.624	.623
CC5	Formidable trade unions do not make joint consultation committees effective.	.801	.911

**Achieved Fit Indices**

<b>CMIN/DF (<math>\chi^2/DF</math>)</b>	<b>RMSEA</b>	<b>IFI</b>	<b>TLI</b>	<b>CFI</b>
53.888	0.09	.943	.919	.950
3.183	.020	.955	.986	.993

**Working and Vacation Times**

The Working and Vacation times variable was measured using five items. As shown in Table 4, all of these items in the measurement of the construct were subjected to CFA. The findings in the inter-item correlation show that all items in the working and vacation scale exhibited acceptable loadings. The initial and standardized loading reveals that the reliability items are good measures of working and vacation times. This suggests that the five items are valid as well as reliable in measuring consultation committees.

**Table 4.** Summary of Findings (CFA): Working and Vacation times

<b>Working and vacation Items</b>	<b>Items wording</b>	<b>Initial Loading</b>	<b>Standardized Loadings</b>
WV1	My working hours are not fair enough.	.836	.846
WV2	I am not entitled to a vacation period in my organization.	.790	.819

WV3	I don't have breaks at work	.751	843	
WV4	My compulsory overtime hours are too much.	.779	.822	
WV5	The breaks I have at work are not properly organized.	.266	.	
<b>Achieved Fit Indices</b>				
CMIN/DF( $\chi^2$ /DF)	RMSEA	IFI	TLI	CFI
43.929	0.07	.95	.95	.961
2.184	.03	.96	.98	.983

### Hypothesis 1

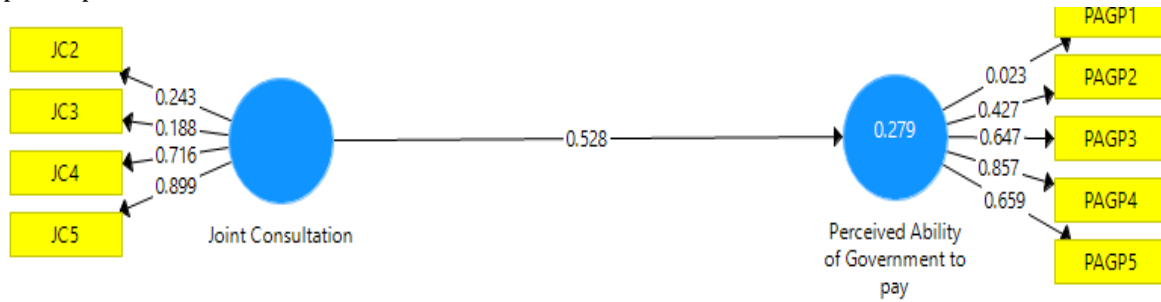
The results in the Table 5 show how information communication and consultative involvement interact. The outcome indicates that whereas 68.3% of the variation is caused by other factors, information communication variation accounts for 27.9% ( $R^2=0.279$ ) of variation. According to the unstandardized beta (B), information communication will rise by 0.575 units for every unit increase in consultation involvement. Information communication and consultative engagement have a direct and favorable association, according to the standardized Beta ( $\beta=0.528$ ). According to the t-statistics result ( $t= 13.45$ ,  $p=0.000$ ), consultative involvement is a model predictor that is statistically significant. 'According to the F-Stats ( $F=32.8^{***}$ ), the model fits the data well. The outcome supports earlier research. Consultative involvement is an important component in understanding information and communication, according to (Marchington, 2013; Fernie& Metcalf, 2005), who discovered a substantial association between joint consultation and job satisfaction. Therefore, the alternative that consultative involvement affects working and vacation times is accepted, and the null hypothesis ( $H_0$ ) is rejected.

**Table 5.** Result for information communication and consultative involvement interact

<b>Information Communication</b>					
Variable	B	SE	B	t-stat	P
<b>Consultative participation</b>	0.575	0.042	0.528	13.45	0.000
R <sup>2</sup>		0.279			
F		32.8** ( $p=0.000$ )			
Collinearity Statistics		1.831			

The path analysis reveals the interaction among the observed variable of consultative participation and information and communication. The figure below shows the error variance and all the freely estimated paths between consultative participation and information communication. The

structural equation model achieved a goodness fit ( $\chi^2 = 649.85$ ,  $df = 158$ ,  $p = 0.00$ ;  $GFI = 0.98$ ,  $RMSEA = 0.04$ ,  $IFI = 0.97$ ,  $CFI = 0.97$ ). The path analysis reveals that CC5 (Management of my organization does not provide us with full information regarding the developmental achievement of the organization.) is the most significant construct of consultative participation ( $\beta=0.899$ ) influencing information communication. IC5(My suggestions are not given utmost attention.) is the most significant construct of information communication ( $\beta=0.857$ ) driven by consultative participation.



**Figure 1.** Path Analysis of consultative participation and Information communication

### Hypothesis 2

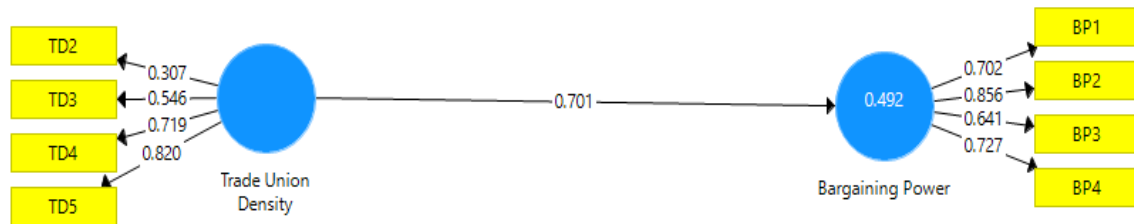
The results in the Table 6 reveal the interaction between consultation committees and working and vacation times. The result shows that 49.2% ( $R^2=0.572$ ) variation in working and vacation times is brought about by consultation committees, while 50.8% variation is determined by other factors. The unstandardized beta (B) reveals that for every unit increase in consultation committees, working and vacation times increase by 0.734 units. The standardized Beta ( $\beta=-0.701$ ) reveals that there is a direct and positive relationship between consultation committees and working and vacation times. The t-statistics value ( $t= 10.564$ ,  $p=0.000$ ) reveals that consultation committees are a statistically significant predictor in the model. The F-Stats ( $F=13.6^{***}$ ) reveal that the model is a good fit. Therefore, the null hypothesis ( $H_0$ ) is rejected, and the alternative accepted that consultation committees influence working and vacation times.

**Table 6.** The result of interaction between consultation committees and working and vacation times

Variable	Working and vacation times				
	B	SE	B	t-stat	P
<b>Consultation committees</b>	0.734	0.066	0.701	10.564	0.000
$R^2$		0.492			
F		13.6** ( $p=0.000$ )			
Collinearity Statistics		1.831			

The path analysis reveals the interaction among the observed variable of consultation committees and working and vacation times. The Figure below shows the error variance and all the freely estimated paths between consultation committees and working and vacation times. The structural

equation model achieved a goodness fit ( $\chi^2 = 529$ ,  $df = 126$ ,  $p = 0.00$ ;  $GFI = 0.97$ ,  $RMSEA = 0.05$ ,  $IFI = 0.98$ ,  $CFI = 0.97$ ). The path analysis reveals that CC5 (Formidable trade unions do not make joint consultation committees effective) is the most significant construct of consultation committees ( $\beta=0.820$ ) influencing working and vacation times while WV2 (I am not entitled to vacation period in my organization) is the most significant construct of working and vacation times( $\beta=0.856$ ) influencing consultation committees.



**Figure 2.** Path Analysis on consultation committees and working and vacation times

### Discussion

The study revealed that consultative participation accounts for 27.9% of information communication. The standardized beta further indicates that there is a direct and positive relationship between consultative participation and information communication. The result of hypothesis two shows that the consultation committee accounts for 49.2% of working and vacation times. The result corroborates with the previous study (Marchington, 2013; Fernie&Metcalf, 2005), which found a significant relationship between joint consultation, job commitment, and satisfaction. The P values of the two hypotheses tested are  $P = 0.000$ ,  $P = 0.000$ . Therefore, for the two hypotheses tested  $p < 0.05$  level of significance, thus the two alternative hypotheses were accepted, and the null rejected.

### CONCLUSION

The study has been able to establish that the indicators identified in the study contributed to both independent and dependent variables. The study found that the predictor variable made a significant relative contribution to the dependent variable. Therefore, we can conclude that when organizations engage in joint consultation, it enhances information and communication and working and vacation times in the organization.

### RECOMMENDATION & FURTHER RESEARCH

#### Recommendation

Based on the findings and conclusions, this study recommended that organizations should see joint consultation committees as a form of employee voice that can be used to enhance workers' job satisfaction; also, management of organizations should involve employee representatives in decision-making to give them a sense of belonging; hence their job satisfaction will increase.

#### Further Research

The studies suggest that further studies should be conducted on joint consultation using other indicators of job satisfaction.

### **Contribution to Knowledge**

All of the indicators found in the study were proven to be accurate assessments of both the dependent and independent variables.

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