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# The Role of Workers' Participation in Enhancing Productivity and Job Satisfaction in the Manufacturing Sector

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### Abstract

Employee involvement in organizational procedures is essential for increasing output and work satisfaction, especially in the manufacturing industry. This study investigates the beneficial effects of participatory practices on operational efficiency and staff morale, including employee participation in decision-making, collaborative problem-solving, and feedback systems. According to the research, empowering employees increases their sense of drive, engagement, and ownership, which promotes creativity, lowers conflict at work, and strengthens organizational commitment. Additionally, by attending to the professional and psychological requirements of staff members, participatory approaches improve job satisfaction and lower attrition rates. The research supports structured participation frameworks as a strategic instrument for long-term success and a positive workplace culture in the manufacturing sector by examining case studies and industry statistics.

**Keywords:** Employee involvement, participatory practices, productivity enhancement, job satisfaction, manufacturing industry, decision-making, collaborative problem-solving,

### INTRODUCTION

The degree to which an employee is satisfied with his work is determined by how positively or negatively he perceives it. It conveys how well one's expectations of their work align with the benefits they receive from it. In areas like management, comprehension of the mission and vision, empowerment, teamwork, communication, and interactions with coworkers, employee satisfaction is examined. Employee retention depends on employee satisfaction. Long-term growth and profitability of organizations depend on their ability to retain bright and worthy people. This is crucial because employees are the organization's most important resource, and organizations make their jobs easy. Businesses undergo long-term development and process changes, and employee involvement is essential to achieving corporate goals. Work satisfaction is one of the most significant elements of an employee's experiences at work and in life. The employee's ability to receive internal and external incentives that encourage them to remain at work and keep putting in a significant amount of time to their duties is what makes this significant.

Most companies are aware that their most valuable asset is their workforce. However, in order to maximize these resources, it is essential to continuously assess how satisfied they are with their jobs inside the company and inspire them to meet objectives. One important component that may have an impact on the success of different workplaces is job satisfaction. Issues include absenteeism, delays, strikes, turnover intentions, and employee turnover are linked to job unhappiness.

Numerous specialists, managers, and researchers have examined the idea of job satisfaction in great detail because they think that its trends might impact employee turnover, retention, and productivity at work. To prevent detrimental effects on organizational performance, job satisfaction must be monitored as it is one of the major elements influencing organizational success. For an organization to stay competitive, its employees' motivation and job satisfaction must be high. Job attributes and employees' opinions of their work can be used to gauge job happiness. Employee satisfaction may increase productivity since contented workers typically have a positive attitude at work. Employee satisfaction leads to increased productivity, stability, loyalty, and commitment to the company. Individuals who are satisfied with their jobs are more productive, devote themselves to the company, maintain their physical and mental well-being, and become more upbeat, all of which help them learn new skills and accomplish their goals in life more quickly.

## Review of Literature

Appelbaum S.H., Louis Damien & Makarenko Dmitry, (2013) This study emphasizes that when workers trust and believe in their management, they are more motivated and encourage to participate in decision-making, which enhances their work ethic, job satisfaction, and dedication. Consequently, a trustworthy manager-employee relationship is facilitated by all of these elements. There is minimal empirical evidence that the patterns of causal inference in the connection are well known, despite the literature's support for this claim. The aim of this three-part empirical case study is to examine the relationships between workers' commitment, job happiness, intention to leave, and degree of decision-making involvement and their faith in management in a manufacturing company in Quebec. Approach, design, and methodology: This empirical case will test five hypotheses about seven variables that affect job satisfaction, employee engagement and commitment, employee turnover, and employee participation in decision-making.

Saha Shilpi, Kumar S.P., (2017) This study evaluates how decision-making involvement affects group commitment, work satisfaction, and group learning. 397 managerial staff members employed by public sector organizations in India provided the data. The suggested relationships were confirmed using WarpPLS as a statistical tool and structural equation modeling as a statistical technique. According to the study's findings, work satisfaction and decision-making involvement were positively and significantly correlated. Additionally, group learning was significantly impacted by decision-making participation, although group commitment was unaffected. Group commitment was positively and significantly impacted by job satisfaction. The findings imply that employee involvement in decision-making is ideal since it strengthens their sense of belonging to their company. The study's conclusions are thoroughly examined and are pertinent to those in important managerial roles in public sector initiatives.

Ladd B. Scott, Travaglione A. & Marshall V., (2018) This study explores the regulatory frameworks in Australia promote employee participation in decision-making (PDM) on the grounds that it enhances commitment, work effort, and job happiness. There is minimal evidence that patterns of causal inference in the connection are well understood, despite the literature's support for this claim. The need for multi-sample, longitudinal research to examine the impact of decision-making participation is addressed in this study (Tjosvold, 1998). It looks at how participation functions in a decentralized workplace that tries to promote higher levels of employee involvement. But when causal inferences are examined throughout time, correlations are revealed that are not visible when research is done at a single moment in time. The study's conclusions imply that decision-making encourages autonomy, job satisfaction, and affective commitment; but, in this particular context, at least, task diversity and rewards seem to encourage decision-making participation. Higher levels of job satisfaction and deci-



sion-making involvement seem to be correlated with more positive attitudes toward work effort.

Hussain Sabbor & Diaz J., (2020) This study examined the variables influencing job satisfaction among University of Karachi, Pakistan, employees. A survey questionnaire with twenty-nine items was used to gather data for the study. The notion that contented and driven workers may boost any organization's productivity is what makes this study so important. According to the study, effective supervision increases employee job satisfaction by boosting motivation, which in turn improves employee performance and output quality. Better facilities, appropriate laws and regulations, training, and development are all factors that contribute to a positive work environment, which has been found to increase employee job satisfaction. generous salary packages and incentives. Contribute and be impacted by approval, advancement, and employment stability. Additionally, a positive working connection with coworkers influences job satisfaction and is determined by a number of factors, including respect, job retention, and the availability of job vacancies.

Khan Shakeel, Ali M. Khan & Mohmand Ali Muhammad, (2020) This study emphasizes the impact of relevant HR practices and regulations on employee job satisfaction and turnover in higher education institutions is investigated in this study. A unique context of KP universities has been selected, where a large number of workers have experienced job discontent and a rise in turnover due to deteriorating security conditions, including but not limited to terrorism attacks, civil unrest, widespread illnesses, and an unfavorable working environment. They were eventually forced to quit their employment as a result, and they fled to other places including Karachi and Islamabad. Additionally, this study finds a substantial relationship between employee job satisfaction and turnover and several HRM practices. This link, however, is unique to KP, where a number of events, like as terrorism, natural disasters, and fatal diseases, have made security conditions worse and, consequently, the enjoyment of university staff. The results demonstrated that some HR procedures, like skill development, employee participation, and performance review systems, increase work satisfaction and turnover by an average of 70%.

## RESEARCH METHODOLOGY

Research methodology is the process of collecting data and information in order to make decisions regarding any topic or problem. Research methodology is the study of different research methods. This is a procedure for systematically addressing research problems. A set of guidelines or procedures for locating, selecting, processing, and evaluating data pertaining to a topic is known as research methodology. The methodology section of research papers allows the reader to objectively assess the study's overall reliability and validity.

1. To analyze the influence of employee participation in decision-making processes and collaborative problem-solving on operational efficiency and innovation in the manufacturing sector.
2. To evaluate the relationship between participatory practices, job satisfaction, and employee retention, emphasizing the role of feedback systems in fostering a positive workplace culture.

The Impact of Employee Participation and Collaborative Problem-Solving on Operational Efficiency and Innovation in the Manufacturing Sector:

In the manufacturing industry, encouraging employee involvement and group problem-solving are essential tactics for improving operational effectiveness and stimulating creativity. The impact of these strategies, backed by data from industry and empirical research.

1. Employees Participation: Improving Operational Efficiency- Establishing a supportive atmosphere where individuals may have an impact on decisions and actions is the main goal of employee participation. In order to increase their effectiveness, organizations should prioritize employee involvement as a critical component. The practice of empowering individuals to take part and use their comments to enhance organizational and personal performance is known as employee participation. Involvement is the term used to describe how employees participate in decision-making, problem-solving, and increased autonomy in work processes. Organizations should be aware of the possible obstacles to employee engagement, but transparent, inclusive decision-making processes are crucial to



optimizing the positive effects of participation while reducing the negative ones.

- **Improved Motivation and Engagement:** The organization's emphasis on interaction is justified. Roles and responsibilities are frequently difficult to define in quickly evolving corporate contexts, and companies must rely on people to act freely in ways that align with their goals, culture, and values. The high-performing companies recruit and retain their finest personnel is still dominated by employee engagement, which has long been a crucial part of human capital strategies. In our knowledge-based economy, these people's extra effort is a great advantage, especially for businesses that need to accomplish more with less.

2. **Participation of Employees in Decision-Making:** Employee involvement describes the different ways that workers participate in the decision-making processes of an organization. Participation in decision-making by employees is thought to be a way to inspire them, which in turn leads to great employee performance and productivity as well as positive attitudes about employees. In terms of operating costs, high profit margins, and staff effectiveness and efficiency, the majority of businesses that use the participative management style have seen significant improvements. It helps them create suitable policies and strategies and carry them out successfully. This can be in a variety of forms, including:

- Plans for suggestions
- Circles of quality
- Cross-functional groups
- Decision-making that is decentralized
- Encouragement programs

In order to create creative organizations, employee involvement can be added to strong corporate cultures. This refers to procedures and work structures that enable individuals to methodically contribute to decisions that impact their own work. The utilization of employee problem-solving groups, cooperative contact, and employee influence as indicators of effective employee involvement was found to be a crucial mediating factor between people-oriented values and business performance.

3. **Teamwork in Solving Issues and Increasing Operational Effectiveness:** 'Collaborative problem solving' or 'Teamwork in solving issues' is described as a person's ability to successfully participate in a process wherein two or more agents try to solve a problem by sharing the understanding and effort necessary to come to a solution and pooling their knowledge, skills, and efforts to reach that solution.

The definition makes clear that there are certain characteristics that set CPS apart from other types of cooperation. The team's objective is to solve a new challenge for CPS, which is one of the factors. In order to solve a particular problem, team members collaborate to create a plan. The team can see the quality of the answer, which is a second factor. They have the chance to assess how much of the problem has been resolved as they create and carry out a strategy to move from their current condition to the desired location.

Team members may assume various roles to aid in problem-solving. This is known as role differentiation. This can set CPS apart from collaborative decision-making, which entails team members sharing the same information and frequently having the same questions to answer or choices to make. A fourth element is that team members usually depend on one

another, bringing a variety of viewpoints, experiences, and information to the table to help solve problems.

4. **Effect on Innovation:** Maintaining competitiveness, cutting expenses, and satisfying shifting consumer needs all depend on manufacturing innovation. When companies promote involvement, employee-driven innovation takes place through open lines of communication for the exchange of ideas; incentive schemes for creative contributions; and training and upskilling initiatives that promote original thought.

Employee collaboration results in the development of innovative solutions for enhancing production techniques, product design, and machinery efficiency. Engineering, production, and quality control are just a few of the areas whose ideas can be combined to provide innovative solutions through cross-functional interaction. Employees are also more likely to accept new procedures and systems in



companies that encourage participatory decision-making, which leads to a quicker adoption of newer technology.

5. Difficulties and Restrictions: Employee participation in decision-making and problem-solving has advantages, but it also has drawbacks. These include:

- Management resistance because of hierarchical structures.
- Time constraints, as participatory decision-making can initially slow down processes.
- Potential conflicts when diverse perspectives clash without adequate facilitation
- The requirement for training to give staff members the decision-making and problem-solving skills they need.

In order to overcome these obstacles, organizations must establish a culture of candid communication, support their leaders, and put in place organized participation initiatives changing.

The Impact relation between of Participatory Management and Feedback Systems on Job Satisfaction and Employee Retention in fostering a positive workplace culture:

Employee involvement in workplace processes and decision-making has become a crucial aspect of modern human resource management. Companies that encourage participative methods usually see improvements in employee retention and job satisfaction. An effective feedback system is one of the key instruments that aids in achieving these outcomes since it promotes transparency, involvement, and continuous improvement in the workplace. This study explores the relationships between participation, job satisfaction, and retention to demonstrate how feedback systems promote a healthy work environment.

1. Recognizing Participatory Methods: The term "participatory practices" describes workplace tactics that actively include staff members in organizational development, decision-making, and problem-solving. Among these actions are:

1. Employee participation in decision-making and strategic planning
2. Initiatives for team-based problem-solving
3. Clear channels of communication and information exchange
4. Task execution and work process autonomy
5. Participation of workers in organizational committees

Employees are more inclusive and motivated when companies give them the freedom to voice their opinions and have an impact on workplace decisions. These procedures inspire individuals to remain dedicated to their jobs in addition to fostering a sense of ownership.

2. Participatory Practices and Job Satisfaction: A Correlation: Workplace culture, pay, leadership style, and prospects for professional advancement are some of the variables that affect job happiness. The following are some ways that participatory techniques increase job satisfaction:

- Improving workers' feelings of value and belonging inside the company
- Permitting workers to express their opinions on issues that impact their jobs
- Using cooperative decision-making to reduce stress at work
- Promoting professional development by exposing employees to diverse responsibilities

According to research, workers are more satisfied with their jobs when they feel heard and included in decision-making. Increased output, decreased absenteeism, and higher workplace morale follow from this pleasure.

3. Employee Retention and Its Connection to Participatory Practices: There are several aspects that affect job happiness, such as the work environment, pay, leadership style, and possibilities for professional advancement. Practices that involve participation enhance job satisfaction by:

- Improving workers' perceptions of their worth and place in the company
- Permitting workers to express their opinions on issues that impact their jobs
- Reducing stress at work by working together to make decisions
- Promoting professional development by exposing employees to diverse responsibilities

According to research, workers who feel valued and included in decision-making processes report feeling more satisfied with their jobs. Improved workplace morale, reduced absenteeism, and higher

production follow from this satisfaction.

4. The Relationship Between Participatory Practices and Employee Retention: Organizations looking to retain a knowledgeable and experienced workforce have to be concerned about employee retention. Excessive turnover rates can lead to worse overall efficiency, lost institutional knowledge, and higher training and recruitment expenses. Retention is aided by participatory techniques by:

- Establishing a workplace where staff members feel appreciated and involved
- Relationships between employers and employees are strengthened via mutual respect and trust.
- Providing chances for skill development and career progression
- Providing chances for skill development and career progression

Employee retention and long-term organizational performance are higher when they believe their opinions are respected and that they have a future with the company.

5. The Function of Feedback Mechanisms in Fostering a Positive Work Environment: Feedback mechanisms are essential for closing the gap between retention, job satisfaction, and participative practices. A properly designed feedback system consists of:

- Frequent Evaluations of Performance: Employees who receive constructive criticism are better able to recognize their areas of strength and growth.
- Channels of Two-Way Communication: Trust and inclusivity are fostered by management and staff having open discussions.
- Mechanisms for Real-Time Feedback: Quick modifications and ongoing learning are made possible via instant feedback.
- Programs for Recognition and Awards: Employee morale and job satisfaction are raised when contributions are acknowledged.
- Options for Anonymous Feedback: A healthier workplace culture results from employees being able to voice issues without worrying about reprisals.

Strong feedback mechanisms guarantee that workers' opinions are heard and that their efforts are valued. In the end, this improves retention rates by strengthening their dedication to the company.

6. Issues & Obstacles: Even while feedback systems and participatory practices have many advantages, organizations may encounter implementation issues like:

- Opposition to leadership due to traditional hierarchical structures
- Unreliable feedback procedures that may lead to employee frustration
- Employees are afraid to voice their honest ideas for fear of the consequences

Companies need to overcome these obstacles by creating a psychologically safe environment where workers may express their opinions without worrying about the repercussions.

## Conclusion

Employee participation in decision-making and cooperative problem-solving has emerged as a critical component of operational efficiency, innovation, and long-term success in the manufacturing sector. Employees' expertise, experience, and inventiveness are guaranteed to contribute to system enhancement and the creation of novel solutions when they are actively involved in organizational procedures. Employees feel more a part of the business, have a greater sense of purpose, and take ownership of its success when they have a meaningful say in choices that impact their job. A major step toward developing forward-thinking, flexible, and competitive manufacturing businesses is this cultural shift from a strict, hierarchical structure to a participatory and inclusive framework.

Participation from employees also promotes transparency, trust, and shared responsibility. Employees are more dedicated and driven to contribute successfully when they believe their thoughts are acknowledged and heard. This sense of empowerment improves organizational harmony and team cohesion in addition to individual achievement. Employee participation in decision-making also helps them better comprehend the objectives and difficulties of the company, which enables them to coordinate their efforts with the company's strategic vision. The end result is a workforce that is more





knowledgeable, engaged, and productive and that can better satisfy quality standards and production expectations.

By encouraging knowledge sharing and interdepartmental cooperation, collaborative problem-solving plays an equally important role. Production, design, operations, and quality control departments working together in a manufacturing context produce complete and well-integrated solutions. It promotes shared responsibility, inventiveness, and mutual reliance. Through the use of a variety of viewpoints and areas of expertise, collaborative problem-solving produces more creative and practical results than traditional approaches that are limited to particular departments. Additionally, this strategy fosters an environment of learning, flexibility, and resilience that helps businesses react quickly to changes in the market and in technology.

Another important component that fortifies the connection between effective organizational outcomes and participatory management is feedback mechanisms. In addition to assisting staff members in identifying their areas of strength and growth, timely and constructive feedback also supports a culture of ongoing learning and development. Open lines of communication, frequent performance reviews, recognition initiatives, and chances for reciprocal discussion are all components of efficient feedback systems. Employees feel appreciated and respected when their contributions are often acknowledged. Their motivation to achieve better is boosted by this recognition. Additionally, open communication between management and employees is facilitated by honest feedback, which keeps organizational objectives well-defined and jointly pursued. Participatory techniques have a close association with job satisfaction and staff retention. Workers who are encouraged to voice their ideas and are involved in decision-making processes are more likely to be satisfied with their workplace. Increased productivity, lower absenteeism, and more organizational loyalty are all results of this happiness. On the other hand, companies that discourage participation sometimes face issues with low creativity, increased turnover, and disengagement. Therefore, participatory management is a long-term strategy for keeping talented and motivated people as well as a tool for operational progress.

Strong feedback mechanisms and participative management are also associated with increased stability and a better work environment in organizations. Workers are more likely to embrace organizational innovations and adjust to change when they believe that management is fair, inclusive, and trustworthy. This eventually results in a more amicable and cohesive workplace where disagreements are less and communication is unrestricted. Participatory methods make sure that workers see management choices as collaboratively generated projects that benefit all parties involved rather than as mandated. But there are obstacles to overcome when putting collaborative and participatory methods into practice. Many firms have obstacles like time limits, staff members' inability to make decisions, and managerial opposition stemming from conventional hierarchical structures. Additionally, some workers could be reluctant to voice their ideas out of insecurity or fear of judgment. Organizations must make investments in leadership training, institutional frameworks that clearly define responsibilities, expectations, and participation procedures, as well as training programs, in order to overcome these obstacles. For participatory projects to be successful, a psychologically secure workplace must be established where staff members can voice their opinions without worrying about the repercussions.

Establishing incentive structures that recognize creativity and teamwork, maintaining regular communication, and making decisions fairly are all essential to the success of participatory management. Genuine commitment from management must be shown by appreciating staff opinions and acting upon workable recommendations. In addition to ensuring that involvement is not only symbolic but actually incorporated into the organization's culture and day-to-day activities, this strengthens trust. A collaborative atmosphere bolstered by open communication and reciprocal regard establishes the groundwork for long-term employee involvement and creativity. In conclusion, companies that view their workers as collaborators in development rather than as hierarchical subordinates foster an environment of trust, responsibility, and creativity. Employees feel appreciated and motivated to support the company's mission when involvement, teamwork, and feedback are ingrained in the corporate culture. In a manufacturing environment that is constantly changing, this inclusive strategy guarantees

long-term growth, enhances innovative capabilities, and creates a solid basis for success. In the end, participative management is about transformation rather than merely inclusion, where empowered individuals promote ongoing development and long-term excellence.

## Findings

The Effects of Collaborative Problem-Solving and Employee Participation on Manufacturing Sector Innovation and Operational Efficiency

Participation by Employees Increases Efficiency:

- Employees who actively participate in decision-making improve procedures and eliminate needless bottlenecks.
- Employees who participate are empowered, which increases task ownership and accountability.

## Increases in Motivation and Engagement:

- Employee motivation, engagement, and loyalty are higher when they believe their opinions are respected.
- Participation promotes independent work, which immediately boosts competitiveness and productivity.

## Enhancement of Decision-Making by Inclusion:

- Inclusivity is promoted by methods including decentralized decision-making, cross-functional groups, quality circles, and suggestion schemes.
- Employee feedback improves operational results by assisting firms in developing better policies and strategies.

## Collaborative Problem-Solving Enhances Results:

- Collaborative problem-solving, or CPS, guarantees a range of viewpoints, role differentiation, and group knowledge exchange.
- Compared to top-down methods, teams can create more thorough, creative, and useful solutions.

## The Promotion of Innovation:

- Employee-driven innovation flourishes when communication is open and feedback is encouraged.
- Cross-functional collaboration leads to improvements in product design, manufacturing methods, and adoption of new technology.

## Challenges Persist:

- Common obstacles include managerial resistance, time restraints, employee skill gaps, and possible confrontations.
- Structured participation frameworks, leadership support, and training are necessary to overcome these.

Participation by employees and cooperative problem-solving are essential tactics for increasing production efficiency and spurring creativity; they are not optional extras. When implemented methodically, they boost competitive advantage, inventiveness, and morale despite obstacles.

The Effects of Feedback and Participatory Management on Job Satisfaction and Employee Retention in Creating a Positive Workplace Culture

## Increased Job Satisfaction through Participatory Practices:





- When workers participate in decision-making, they feel more included, like they belong, and are less stressed.
- These procedures raise motivation, morale, and general job satisfaction.

### Increased Retention via Involvement:

- Employees who feel appreciated and involved are less likely to quit, which lowers turnover and saves money on hiring and training new employees.
- Long-term dedication is further encouraged by chances for professional advancement and skill development.

### Feedback Systems Promote Growth and Trust:

- Transparency and trust are increased through constructive criticism, immediate feedback, acknowledgment, and anonymous reporting.
- Workers become more aware of their areas of strength and growth, which promotes ongoing development.

### A Healthier Workplace Culture:

- When feedback and involvement are combined, an atmosphere of reciprocal accountability, respect, and cooperation is produced.
- Higher performance overall, improved relationships, and decreased absenteeism are all results of this culture.

### Implementation Challenges:

- Efforts may be undermined by conventional hierarchical resistance, shoddy feedback mechanisms, or a fear of retaliation.
- Feedback can cause dissatisfaction instead of growth if it is not properly trained.

Long-term retention and work satisfaction are mostly dependent on structured feedback systems and participatory management. They ensure that workers feel appreciated and that businesses stay robust by transforming workplace culture into one of openness, trust, and constant improvement.

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