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Examining the significant influence of employees' participation in decision-making and organizational citizenship behavior on attitude toward work

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ABSTRACT

The study investigated the influence of participation in decision-making and organizational citizenship behavior on the attitude toward work. Literature was reviewed to deepen the concept of the study. The study used descriptive assessment and correlational research design. The population of the study were the employees of the institution, and questionnaires were used to gather the data. Weighted mean and Pearson r correlation were applied to analyze the data. The finding indicates that participation in decision-making and organizational citizenship behavior are high. The Pearson r correlation suggests that involvement in decision-making affects the cognitive attitude toward work but not the effective attitude. The same is true with organizational citizenship behavior, the Pearson r correlation indicates no significant correlation.

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Introduction

The success of any organization fundamentally relies on the performance of its individual employees. Every employee's contribution is vital to achieving organizational objectives. However, employee performance is influenced by various factors that motivate individuals to excel in their roles. These motivations extend beyond monetary rewards, financial incentives, or salaries. While financial compensation is significant, other dimensions play a critical role in shaping work behavior. Not everyone is driven by high salaries or financial rewards; instead, a range of non-monetary factors can influence employees' work behaviors.

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Research has highlighted several of these non-monetary elements. For instance, a conducive work environment significantly impacts work performance (Danquah & Asiamah, 2022; van Zyl et al., 2022; Leitao et al., 2019). Similarly, collective management practices can inspire employees to increase their productivity (Mirbagheri et al., 2023). Beyond these examples, numerous other factors can shape employees' work behaviors and help organizations achieve their goals. One critical factor is employees' attitudes toward work. Their perception of their roles can either positively or negatively influence their behavior. A positive attitude enhances work behavior, leading to improved performance, while a negative attitude can diminish performance and hinder organizational progress.

This study investigates the influence of employees' participation in decision-making and organizational citizenship behavior on employees' attitudes toward their work. Existing research on the effects of employee participation in decision-making has yielded mixed results. For example, Pereira and Osburn (2007) found that employee participation in decision-making contributes more significantly to improving performance than to shaping attitudes. Conversely, Khassawneh and Elrehail (2022) reported that participative decision-making does not impact employees' performance or loyalty. Regarding organizational citizenship behavior, previous studies have demonstrated its positive effects on both individual work performance and overall organizational performance (Lilly, 2016; Podsakoff & MacKenzie, 1997; Notanubun, 2020; Haass et al., 2023). However, no existing research has explored the combined effects of employees' participation in decision-making and organizational citizenship behavior on employees' attitudes toward work.

This study aims to examine the relationship between employees' participation in decision-making, organizational citizenship behavior, and employees' attitudes toward work. By exploring these correlations, the research seeks to provide valuable insights for management to develop strategies that enhance employees' attitudes toward their work, ultimately improving individual and organizational performance.

The study is organized into several sections. The introduction outlines the background and objectives of the research. The literature review explores existing studies related to the topic. The research methodology describes the study's process, design, and population. This is followed by data presentation and analysis. Finally, the discussion and conclusion summarize the findings and implications of the study.

Forms of decision-making participation

Facing the challenges posed by a dynamic environment, management needs to adapt its leadership and management style. As Holder-Hayness and Hassan (2024) suggest, one cannot face these challenges alone; a team is needed. Management must work collaboratively and treat employees as team members. To achieve this, a flexible structure must be adopted, one that allows all organizational members to participate in decision-making (Ntale et al., 2020). Participative management and participative decision-making reflect a recognition and trust in employees by employers (Wang et al., 2016). Employers believe that employees possess knowledge and skills that contribute to organizational success and development (Rima'a, 2020). Participative management is exemplified through participative decision-making.

Participation in decision-making is defined as the opportunity for employees to provide input into decisions related to work matters (Zanoni & Janssen, 2007) or organizational issues, such as promoting new strategic ideas. One advantage of participation is that employees offer alternative perspectives on work-related matters (Valverde, 2019). It is part of a management strategy to incorporate employees' views on organizational issues, as employers believe that employees are more likely to commit to and perform well in their work when they feel valued and included in decision-making processes that affect their roles (Elele & Fields, 2010). Kalleberg et al.

(2009) define participation as allowing employees to contribute ideas about their jobs and working conditions, while Heller et al. (2004) describe it as a process that allows employees to exert some influence over their work and work conditions. Other definitions of participation vary by degree, from limited interaction and information dissemination to empowering communities to engage directly in decision-making (Arnstein, 1969; Pateman, 1976; Wilkinson & Dundon, 2010).

Researchers have identified several forms of decision-making participation, but different authors provide varying classifications. Marchington and Wilkinson (2005) classify participative decision-making into four categories: degree, form, level, and scope. The degree of involvement refers to whether employees are simply consulted, directly involved, or able to influence decision-making. This category measures the extent to which employees can affect the process and outcomes. The form of participation refers to the representation system in place, where employees are not directly involved but participate through representatives, such as labor unions or other forms of representation (Markey & Townsend, 2013). The level of participation refers to whether decisions are made at the individual, group, or departmental level (Marchington & Wilkinson, 2005). Finally, the scope of participation can involve operational concerns, such as work practices, or strategic concerns, like organizational goals.

White (1996) identifies four different forms of participation: nominal participation, instrumental participation, representative participation, and transformative participation. Nominal participation occurs when employees are included in the decision process, but lack the power to influence the decision. Those included in nominal participation are often those who have less power to voice their ideas, and it is included solely for the legitimacy of the process. Instrumental participation refers to involving the community in achieving specific objectives by utilizing the skills and knowledge of its members. Representative participation allows community members to voice their opinions through representatives in the decision-making process. Transformative participation empowers those involved to alter structures and institutions that contribute to marginalization and exclusion (Tisdall, 2013).

Arnstein (1969) classifies participation into three forms: nonparticipation, tokenism, and citizen power. Nonparticipation occurs when authoritarian leaders impose their agenda without considering the input of community members. Tokenism involves participation where community members may hear about plans and offer suggestions, but these are considered mere "inputs" that do not affect the decision-making process. The participants have no power to change the course of action. Citizen power, on the other hand, occurs when citizens are given a voice and their input is taken seriously by decision-makers, leading to changes in the status quo and allowing the community to alter the course of action.

In the context of the current study, participative decision-making refers to operational participation, where employees are invited to participate in decision-making related to their jobs and working conditions (Kalleberg et al., 2009). This is supported by Miller (2012) and Carmeli et al. (2009), who argue that employee participation refers to the extent to which employees are allowed to express their ideas about organizational activities and contribute to decision-making. It happens when management grants autonomy and freedom to employees to make decisions related to their work, time, and conditions. In this environment, employees have a voice in how they perform their tasks. Allowing autonomy and freedom in task execution enhances creativity and performance (Sia & Appu, 2015).

The effect of participation in decision-making on performance

Though it may be challenging to involve all members of an organization in decision-making due to its size, this

should not serve as a justification for excluding employees from participating. Employees' participation in decision-making is an employer-driven initiative, positioning managers as key promoters of such engagement (Valverde, 2021). Wohlgemuth et al. (2019) emphasized that managers can foster participation by building trust and exercising informal control. Consequently, some form, degree, or level of participation should be implemented, enabling employees to contribute to decisions that directly impact their work (Marchington & Wilkinson, 2005). Failure to involve employees in decision-making can undermine trust, diminish their sense of control, and negatively affect productivity (Chang & Lorenzi, 1983). Conversely, allowing participation can lead to more effective decisions (Williamson, 2008).

Employee involvement also reduces monitoring costs (Arthur, 1994; Spreitzer & Mishra, 1999) while incorporating diverse viewpoints and perspectives (Kemelgor, 2002). Beyond these advantages, Noah (2008) highlighted that participation improves communication between management and employees.

Moreover, employee participation in decision-making yields numerous positive outcomes. Zivkovic et al. (2009) noted that involving employees in planning processes fosters innovation and recognition within the organization, ultimately enhancing organizational performance (Witte, 1980; Sagie & Aycan, 2003; Kuye & Sulaimon, 2011; Sikanyika & Chibomba, 2020; Ojokuku, 2014; Chimaobi & Chikamnele, 2020). Organizational performance is inherently tied to individual performance; thus, involving employees in decision-making boosts creativity and work performance, contributing to overall firm success (Olatunji et al., 2017).

Landry (2020) reinforced that engaging employees in decision-making encourages the generation of valuable ideas and solutions to optimize systems and processes. Additionally, employee participation has a significant impact on job satisfaction, which in turn enhances job performance (Mohsen & Sharif, 2020). Beyond improving performance, participation can also transform employees' attitudes (Pereira & Osburn, 2007).

Understand the organizational citizenship behavior concept

The concept of organizational citizenship behavior (OCB) originates from political philosophy, with the term "citizenship" reflecting responsibilities rooted in this discipline (Graham, 1991). As Graham elaborated, referencing Aristotle (1941), Cary (1977), and Inkeles (1969), citizenship encompasses three categories: obedience, loyalty, and political participation. Obedience involves respecting structures and processes, while loyalty extends beyond compliance to include attentiveness to collective interests, contributing to the state's reputation, and prioritizing shared goals over individual ones (Anderson, 2017). Participation, as Aristotle emphasized, entails engaging in governance by implementing laws, contributing to discussions, and addressing social issues (Graham, 1991). When applied to organizations, these categories are redefined as organizational obedience, loyalty, and participation. Obedience focuses on adherence to rules, policies, and structures, including punctuality and stewardship of resources (Anderson, 2017). Loyalty reflects self-identification with the organization, defending its interests, enhancing its reputation, and fostering collaboration (Hasani et al., 2013). Participation involves showing interest in governance by attending non-mandatory meetings, sharing ideas, and challenging groupthink (Podsakoff, 1997; Inkeles, 1969).

Early research on OCB, though not explicitly linked to political philosophy, reflected similar ideas. Bateman and Organ (1983) and Smith, Organ, and Near (1983) described OCB as behaviors that exceed job descriptions, such as attending additional meetings, sharing ideas, and opposing harmful proposals to benefit the organization (Lilly, 2016). Katz (1964), as cited by Smith et al. (1983), identified three critical behaviors for organizational functioning: commitment to the system, reliable role performance, and spontaneous innovation. Katz emphasized the importance of cooperative behaviors that maintain equilibrium and promote goodwill, which

align with the informal aspects of organizational life (Roethlisberger & Dickson, 1964).

Over time, OCB dimensions have evolved. Initial classifications included altruism and general compliance (Smith et al., 1983; Bateman & Organ, 1983). Organ (1988) later identified five dimensions: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. Conscientiousness reflects care for others, while sportsmanship involves maintaining positivity in challenging situations (Wang et al., 2013, cited by Abun et al., 2021). Civic virtue encompasses active participation in organizational activities, courtesy highlights politeness and consideration, and altruism involves helping others (Organ, 1988). Podsakoff et al. (2000) expanded these dimensions to include helping behaviors, organizational loyalty, compliance, individual initiative, and self-development. Fox and Spector (2002) synthesized these into a single concept of altruistic behavior, which benefits both individuals (OCBP) and organizations (OCBO). These developments highlight OCB's roots in political philosophy and its significance in fostering positive organizational outcomes (Organ, 1988; Podsakoff et al., 2000).

The concept of work

The attitude toward work is shaped by individuals' understanding (education), training, and experiences, which vary among employees (Liang et al., 2014). Often, the concept of work creates confusion because the term can refer to various contexts. For example, when someone wants to lose weight, they are advised to "work it out." Similarly, when a relationship faces challenges or someone feels hopeless, they are encouraged to "work it out" (Oliveira, 2014). This multiplicity of meanings has led some philosophers to argue that work resists definition (Muirhead, 2007; Svendsen, 2015) or is considered a loose concept (Pence, 2016). However, despite these challenges, understanding the concept of work is essential.

A conceptual map can facilitate discussions about work. It begins with dictionary definitions and then progresses to expert interpretations. Oxford Languages (n.d.) defines work as "activity involving mental or physical effort done to achieve a purpose or result" or "a task or tasks to be undertaken." Similarly, Merriam-Webster (n.d.) describes work as "to perform work or fulfill duties regularly for wages or salary," "to exert oneself physically or mentally, especially in sustained effort for a purpose or under compulsion or necessity," or "to produce a desired effect or result." These definitions emphasize that work is not synonymous with employment, as not all work is tied to formal employment (Cholbi, 2022; Wielers & van der Meer, 2020). In summary, work encompasses physical and mental activities performed to achieve a specific objective (Wielers & Meer, 2020).

Richard (1998) contended that work involves significant effort aimed at achieving goals beyond mere enjoyment. The purpose of work includes producing goods and services essential for sustaining a good life (Appiah, 2021). Moreover, Richard argued that work serves not only as a means of earning money or survival but also as a source of enjoyment and self-expression. Self-realization can be achieved through the attainment of goals, which is possible only through work. Workers express themselves through their work and thus should be afforded freedom and autonomy in performing it (Richard, 1998). As a form of self-expression, work reflects one's identity and shapes their sense of self (Smith, 2016; Pence, 2016). Accordingly, Smith (2016) suggested that workplaces should provide conditions for meaningful and rewarding work that contribute to a good life. This perspective aligns with the concept of work as a calling (Pence, 2016), where individuals derive intrinsic pleasure and a sense of identity from their work (Duffy et al., 2023). Beyond intrinsic satisfaction, work as a calling involves a higher purpose, transcending financial gain to serve the community and the world. In religious contexts, the purpose of work extends to serving God and the community (Cholbi, 2022).

The aforementioned perspectives underscore that work is not merely labor but also a moral and religious

concept (Pence, 2016; Goodpaster, 1994). Pence (2016) differentiated labor, workmanship, and calling based on the worker's perception and experience. Labor refers to repetitive tasks performed out of necessity, with little intrinsic motivation or autonomy. Workmanship, in contrast, requires the use of higher faculties, provides intrinsic satisfaction, and allows for personal choice in how and when tasks are completed. Calling implies that work is intrinsically rewarding and serves a greater purpose, such as benefiting the community (Pence, 2016; Dupuis & Massicotte, 2024). For instance, even if one works as an accountant, the classification of their work—whether labor, workmanship, or calling—depends on their level of autonomy, intrinsic satisfaction, and perception of purpose.

Dimensions of attitude toward work: Affective, cognitive, and behavioral models ***affective attitude toward work***

Affective attitudes have been explored within the frameworks of the Theory of Reasoned Action (TRA) and the Theory of Planned Behavior (TPB). According to TRA, behavior is influenced by the intention to act, which is shaped by attitudes toward the behavior and subjective norms (Ajzen & Fishbein, 1975; Fishbein & Ajzen, 1980). TPB builds on TRA by including perceived behavioral control—comprising self-efficacy and controllability—as a predictor of intention and behavior (Ajzen, 1991). These perceived controls form a backdrop for decision-making, even if not consciously considered (Ajzen, 1988, 1991; Kan & Fabrigar, 2017). Affective attitude within these theories is defined as "emotions and drives engendered by the prospect of performing a behavior" (French et al., 2005).

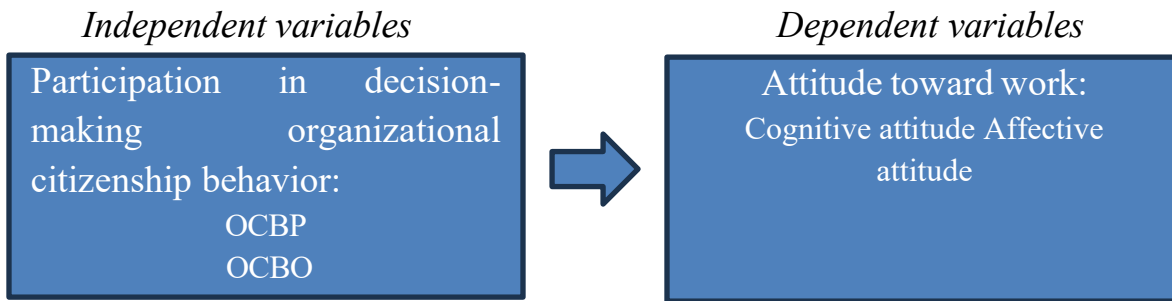
The affective component of attitude involves emotional reactions—positive or negative—toward an object or action, influencing behavior accordingly (McLeod, 2018). Research has consistently shown a correlation between affective attitudes and behavioral intentions (Godin, 1987; Lowe, Eves, & Carroll, 2002; Valois et al., 1988; Ajzen & Driver, 1992; Trafimow et al., 2004). In the context of work, affective attitude refers to one's feelings or emotions about their job (Bhatnagar & Rajadhyaksha, 2001). Positive feelings toward work can enhance performance and commitment (Shripria et al., 2021).

Cognitive attitude toward work

Cognitive attitude pertains to mental perceptions or beliefs about an object, person, or action (Abun et al., 2019). This dimension is part of the tripartite model of attitude, encompassing affective, cognitive, and behavioral components (Katz & Stotland, 1959; Rosenberg et al., 1960; Zanna & Rempel, 1988). Cognitive attitudes are shaped by information processing, education, upbringing, observation, and experiences (Olufemi, 2012). They are influenced by the importance and utility of the attitude object (Rosenberg, 1956; McLeod, 2018).

Behavior driven by cognitive attitudes often aims to achieve specific objectives, as opposed to affective attitudes, which drive behavior for its own sake (Millar & Tesser, 1990). Cognitive attitudes toward work represent beliefs about the job, which may vary based on experiences (Albarracin & Wyer, 2000). Positive cognitive attitudes can enhance work performance (Susanty & Miradipta, 2013; Abun et al., 2021).

Conceptual framework



Source: PDM (Scott, James, Ming, (2003,) Fox & Spector (2002), Rosenberg and Hovland (1960)

Figure 1: the conceptual framework describes the relationship between employees' participation in decision-making and organizational citizenship behavior and employees' attitudes toward work. Managing employees' attitudes can be done by managing employees' participation in management and their behavior toward the organization.

Statement of the problems

The study aims to examine the power or influence of employees' participation in decision-making and organizational citizenship behavior on the employees' attitude toward their work. It specifically seeks to answer the following questions:

1. **What is the employees' participation in decision-making?**
2. **What is the organizational citizenship behavior in terms of:**
 - a. **OCBP**
 - b. **OCBO**
3. **What is the level of attitude of employees toward their work in terms of :**
 - a. **Cognitive attitude**
 - b. **Affective attitude**
4. **Is there a relationship between employees' participation in decision-making and employees' attitude toward work?**
5. **Is there a relationship between organizational citizenship behavior and attitude toward work?**

Hypothesis

Many studies found a positive correlation between participation in decision-making on performance (Khassawneh & Elrehail, 2022, Elmuti & Kathawala, 1989) and the same is true with the effect of organizational citizenship behavior on performance (Hasani, et al., 2013, Notanubun, 2020). The current study hypothesizes that participation in decision-making and organizational citizenship behavior affects the employees' attitude toward their work.

Research methodology

This quantitative study employs a descriptive assessment and correlational research design. The research focuses on the employees of the Divine Word College of Laoag as its locale and population. Data collection was conducted using questionnaires, with the analysis relying on both descriptive and inferential statistical methods, specifically the weighted mean and Pearson r. To facilitate the data collection process, the researcher sought approval from the College President by submitting a formal request letter. Once permission was granted, the questionnaires were distributed and retrieved through designated employee representatives. Ethical considerations were also addressed, and since the study did not involve sensitive human issues, it was approved for implementation.

The following ranges of values with their descriptive interpretation were used:

Statistical Range	Descriptive Interpretation
4.21-5.00	Strongly Agree/Very High
3.41-4.20	Agree/High
2.61-3.40	Somewhat Agree/Moderate
1.81-2.60	Disagree/Low
1.00-1.80	Strongly Disagree/Very Low

Data presentation and analysis

Problem 1: What is the employees' participation in decision-making?

Table 1: Participation in decision-making

Indicator	Mean	Descriptive Interpretation
In general, how much say or influence do you have on how you perform your job?	3.76	Agree/High
To what extent are you able to decide how to do your job?	3.84	Agree/High
In general, how much say or influence do you have on what goes on in your work group?	3.60	Agree/High
In general, how much say or influence do you have on decisions which affect your jobs?	3.57	Agree/High
My supervisors are receptive and listen to my ideas and suggestions	3.79	Agree/High
Overall Mean	3.71	Agree/High

Source: PDM (Dow Scott, James W.B, Ming X.C, 2003)

Legend:

Statistical Range	Descriptive Interpretation
4.21-5.00	Strongly Agree/Very High
3.41-4.20	Agree/High
2.61-3.40	Somewhat Agree/Moderate
1.81-2.60	Disagree/Low
1.00-1.80	Strongly Disagree/Very Low

The participation of employees in decision-making received an overall mean rating of 3.71, categorized as "agree" or "high." This rating indicates that, overall, employee participation in decision-making is neither very high nor low, but consistently high. When analyzed individually, all items within this category also fell within the same "high" range, reflecting employees' agreement that they are granted a significant degree of participation in decision-making related to their work issues. Numerous studies highlight the positive outcomes of such participation, particularly in enhancing productivity, fostering psychological ownership, and encouraging knowledge-sharing (Han et al., 2010; Liverpool, 1990; Mambula et al., 2021).

Problem 2: What is the organizational citizenship behavior in terms of:

- a. **OCBP**
- b. **OCBO**

Table 2: Organizational Citizenship Behavior

Indicator	Mean	Descriptive Interpretation
OCBP		
Lent a compassionate ear when someone has a work problem	3.66	Agree/High
Lent a compassionate ear when someone has a personal problem	3.66	Agree/High
Change vacation schedules, workdays, or shifts to accommodate co-workers' needs.	3.63	Agree/High
Help a less capable co-worker lift a heavy box or other objects	3.65	Agree/High
Went out of the way to encourage co-workers or express appreciation	3.66	Agree/High
Defended co-worker who was being 'put down' or spoken ill by other co-workers or supervisors	3.60	Agree/High
Help co-workers with personal matters such as sharing food or drinks	3.67	Agree/High
Lent money or personal property to a co-worker	3.71	Agree/High
Composite Mean	3.65	Agree/High
OCBO		
Help new employees get oriented to the job.	3.76	Agree/High
Offered suggestions to improve how work is done	3.80	Agree/High
Volunteered for extra work assignments	3.70	Agree/High
Said good things about your employer in front of others	3.80	Agree/High
Said good things about your school in the community outside the school	3.76	Agree/High
Give up meals and other breaks to complete the work	3.71	Agree/High
Offered suggestions for improving the work environment	3.80	Agree/High
Came in early or stayed late without pay to complete a project or task	3.69	Agree/High
Composite Mean	3.75	Agree/High
Overall Mean	3.70	Agree/High

Source: Fox and Spector (2002)

As suggested by the data in the table, it appears that overall, The organizational citizenship behavior (OCB) of employees, encompassing both OCBP (organizational citizenship behavior toward people) and OCBO (organizational citizenship behavior toward the organization), achieved an overall mean rating of 3.70, interpreted as "agree" or "high." This indicates that employees' OCB is consistently high—neither very high nor moderate or low. When examined separately, both dimensions are rated at the same "high" level.

For OCBP, employees agree that they actively assist their colleagues in solving work-related and personal problems. Durah (2022) emphasized the value of workplace friendships as a tool for boosting job satisfaction and engagement, while Burtson and Stichler (2010) observed that positive workplace relationships enhance job satisfaction and reduce stress and burnout.

Regarding OCBO, employees agree that they contribute to the organization by helping new colleagues acclimate to their roles, taking on extra tasks without additional compensation, and promoting the employer and institution positively to external parties. Gede and Huluka (2024) highlighted that employees who are engaged in their work often go beyond their job descriptions to benefit the organization.

Problem 3: What is the attitude of employees toward their work in terms of :

- c. **Cognitive attitude**
- d. **Affective attitude**

Table 3: Attitude toward work

Indicator	Mean	Descriptive Interpretation
Cognitive attitude		
I know my work	4.07	Agree/High
I believe that I can perform my work easily	3.93	Agree/High
I have been in the work for quite some time	3.88	Agree/High
I am familiar with all the details of my work	3.89	Agree/High
I have the skills to carry out my work	3.92	Agree/High
I can carry out my work without the help of others	3.74	Agree/High
Composite Mean	3.91	Agree/High
Affective attitude		
I am happy with my work.	3.87	Agree/High
I am always eager to show up for work	3.81	Agree/High
My work gives me satisfaction	3.84	Agree/High
I feel good because I can perform my work	3.89	Agree/High
My work is important to me	3.93	Agree/High
My work gives me a sense of meaning	3.98	Agree/High
Composite Mean	3.89	Agree/High
Overall Mean	3.90	Agree/High

Rosenberg and Hovland (1960)

The data reveals that employees' overall attitude toward work achieved a mean rating of 3.90, interpreted as "agree" or "high." This indicates that while their attitude is not exceptionally high, it is also not moderate, low, or very low—it is consistently high. When analyzed separately, both dimensions of work attitude, cognitive and affective, are rated at the same high level.

Regarding cognitive attitude, employees agree that they possess the knowledge and skills necessary for their work, which they have developed through their tenure. Vargas-Sanchez et al. (2016) identified cognitive attitude as a key predictor of employee behavior, describing it as the way individuals think and form beliefs about their work, which in turn shapes their workplace behavior (George & Jones, 1997).

For affective attitude, employees agree that they find happiness and satisfaction in their work, attributing significance and meaning to their roles. Research indicates that affective attitude is an even stronger predictor of job performance (Vamvaka et al., 2020; Vargas-Sanchez et al., 2016), highlighting its critical role in fostering positive workplace outcomes.

Problem 4: Is there a relationship between employees’ participation in decision-making and employees’ attitude toward work?

Table 4: Correlation between participation and attitude toward work

		Employee’s attitude toward work		
		Cognitive attitude	Affective attitude	Overall
Employee’s participation in decision-making	Pearson correlation	0.175*	0.104	0.148
	Sig. (2-tailed)	.026	0.191	.060

Source: SPSS

Results indicate a weak but statistically significant positive correlation between participation in decision-making and cognitive attitude ($r = 0.175$, $p = 0.026$), suggesting that employees involved in decision-making may

develop a more positive cognitive outlook toward work. However, no significant relationship was observed between decision-making participation and affective attitude ($r = 0.104, p = 0.191$) or overall attitude ($r = 0.148, p = 0.060$), implying that while cognitive engagement may benefit from decision-making involvement, emotional or affective attitudes and overall attitude toward work are not significantly influenced by it.

These findings suggest that while employees' participation in decision-making can enhance their cognitive approach to work by helping them feel more informed, valued, and aligned with organizational objectives, it may not be sufficient on its own to foster deep emotional engagement or a fully positive overall attitude. Emotional engagement is often driven by factors such as recognition, supportive leadership, opportunities for growth, and a positive work culture (Kou, 2012, Jeong & Kim, 2022, Rhoades & Eisenberger, 2002). Without these complementary strategies, participation in decision-making may enhance employees' rational understanding of and commitment to their tasks but fall short of cultivating an emotional attachment to their roles or a broader sense of enthusiasm.

Problem 5: Is there a relationship between organizational citizenship behavior and attitude toward work?

Table 5: Correlation between organizational citizenship behavior and attitude toward work

		Employee's attitude toward work			
			Cognitive attitude	Affective attitude	Overall
Organizational citizenship behavior	OCBP	Pearson correlation	-0.007	-0.039	-0.025
		Sig. (2-tailed)	.928	.621	.753
	OCBO	Pearson correlation	-0.033	-0.034	-0.036
		Sig. (2-tailed)	.681	.664	.653
	Overall	Pearson correlation	-0.021	-0.039	-0.032
		Sig. (2-tailed)	.787	.626	.686

Source: SPSS

The table shows the correlation between organizational citizenship behavior and attitude toward work. It appears that there is no significant correlation between organizational citizenship behavior (OCB) and employees' attitudes toward work across cognitive, affective, and overall measures. For OCB directed toward individuals (OCBP), correlations with cognitive attitude ($r = -0.007, p = 0.928$), affective attitude ($r = -0.039, p = 0.621$), and overall attitude ($r = -0.025, p = 0.753$) are weak and non-significant. Similarly, for OCB directed toward the organization (OCBO), correlations with cognitive attitude ($r = -0.033, p = 0.681$), affective attitude ($r = -0.034, p = 0.664$), and overall attitude ($r = -0.036, p = 0.653$) show no meaningful association.

Findings imply that while OCB may play an essential role in fostering a positive work environment, it does not appear to directly influence employees' cognitive or emotional attitudes toward work. This suggests that attitude toward work may be more strongly influenced by other factors, such as job satisfaction, management style, or intrinsic motivation, rather than employees' willingness to go above and beyond their job requirements (Montuori, et al., 2022, Engidaw, 2021). This insight underscores the importance of examining job-specific and relational factors within the workplace that might contribute to shaping employees' attitudes toward their roles.

Discussion

The findings of the current study reveal that while employees' participation in decision-making (PDM) and organizational citizenship behavior (OCB) is rated as high, their relationships with employees' attitudes toward work (ATW) present mixed results. Specifically, PDM significantly influences cognitive attitudes toward work (CATW) but does not impact affective attitudes toward work (AATW). Conversely, OCB shows no significant

relationship with ATW. These findings warrant further exploration of their theoretical and practical implications.

From a theoretical perspective, the significant relationship between PDM and CATW aligns with the Organizational Support Theory (OST) (Eisenberger & Stinglhamber, 2011; Caesens et al., 2017). OST posits that when employees perceive organizational acknowledgment of their socio-emotional needs, such as affiliation, approval, and competence, it initiates a self-enhancement process that fosters positive changes in work attitudes. In this context, involving employees in decision-making enhances their perception of being valued, motivating them to develop a more favorable cognitive outlook toward their work. This finding also supports the Social Exchange Theory (Cook et al., 2013; Homans, 1958), which suggests that employees reciprocate favorable organizational treatment with positive attitudes and behaviors.

Practically, the significant relationship between PDM and CATW underscores the need for management to create policies promoting employee participation in decision-making while cultivating an inclusive and supportive organizational culture (Del Bosco et al., 2023; Kersten et al., 2022). Since PDM does not significantly influence AATW, organizations should reassess decision-making processes to prioritize meaningful and impactful employee involvement rather than mere participation (Kierney & Tierney, 2007). This shift could enhance the affective dimension of employees' attitudes by fostering a sense of purpose and connection to their roles.

The lack of a significant correlation between OCB and ATW indicates that positive attitudes toward work are not solely driven by OCB. This suggests the need to explore alternative factors influencing ATW, such as leadership (Khuwaja et al., 2019), communication (Giri & Kumar, 2010), and work environment (Yiming et al., 2024). To address this, management should investigate other motivators, including recognition programs, rewards systems, and opportunities for career growth, to holistically enhance employees' attitudes toward work.

The study acknowledges its limitations, particularly in examining only a limited set of variables influencing ATW. The findings highlight the complexity and multifaceted nature of work attitudes, suggesting that factors such as organizational support, intrinsic and extrinsic motivation, leadership, and work environment also play critical roles. Future research should adopt a broader approach by incorporating additional variables and strategies to deepen understanding and provide more comprehensive insights into enhancing ATW.

Conclusion

The study sought to investigate the impact of participation in decision-making and organizational citizenship behavior on employees' attitudes toward work. The findings revealed that while both participation in decision-making and organizational citizenship behavior were rated as high, their influence on attitudes toward work varied. Participation in decision-making significantly affected the cognitive dimension of attitudes toward work but had no impact on the affective dimension. Similarly, organizational citizenship behavior showed no significant correlation with either dimension of attitudes toward work. These results suggest that additional factors may contribute to shaping employees' attitudes toward work. Therefore, the study recommends further research to explore a broader range of variables that may influence work attitudes, providing a more comprehensive understanding of this dynamic.

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