

**THE EFFECT OF EMPLOYEE PARTICIPATION IN DECISION MAKING ON
ORGANIZATIONAL PERFORMANCE**

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Employee participation refers to employee involvement in decision making that is concerned with shared decision making in the workplace [Mitchell, 1973]. Employee involvement is defined by [Locke & Schweiger, 1979] as shared decision making between supervisors and subordinates. According to [Noah, 2008], it is a type of delegation in which the subordinate gains greater control and freedom of choice in terms of bridging the communication gap between management and workers. It refers to the level of employee involvement in the strategic planning activities of the organization. Employee involvement can be deep or shallow in a corporation [Barringer & Bleudorn, 1999]. Employee participation in the planning process leads to potential innovation, which may facilitate opportunity and recognition in the organization [Zivkovic et al., 2009]. Managers allow subordinates to participate in decision making based on their merits, which has been shown by researchers to boost organizational performance [Witte, 1980; Sagie & Aycon, 2003].

The advantages of employee participation in an organization:

1. It boosts employee morale and productivity [Chang & Lorenzi, 1983].
2. It allows employees to apply their intellectual abilities, which leads to better organizational decisions [Williamson, 2008].
3. Employee involvement fosters trust and a sense of control [Chang & Lorenzi, 1983].
4. Employee participation reduces the resources needed to manage employees, resulting in lower costs [Arthur, 1994; Spreitzes & Mishra, 1999].
5. Employee participation in an organization maximizes viewpoints and provides diversity of opinions [Kemelgor, 2002].

There are numerous studies that suggest that increasing employee engagement improves organizational performance [Arthur, 1994; Daft & Lewin, 1993; Denninson & Mishra, 1995; Productivity is a performance measure that encompasses both efficiency and effectiveness; high performing and effective organizations have a culture that encourages employee participation. As a result, employees are more inclined to participate in decision-making processes such as goal setting and problem-solving activities, resulting in higher performance [Hellriegel, Slocum, & Woodman 1998]. Encourage a more current participatory management style to increase employee productivity and satisfaction even with low pay rates [Madison, Wisconsin, 2000]. Job satisfaction boosts productivity by providing high-quality motivation and enhancing working capacities at the time of implementation [Miller & Mange, 1986]. These are evidences that a participatory working environment has a greater impact.

Every businesses strives to enhance and raise its level of performance by giving learning opportunities to its employees (Weiss et al., 1998). Organizations must succeed at the individual level in order to increase overall organizational performance. To achieve the overall performance level, all organizational subdivisions must perform well (Ward, 2007). Organizations all around the world have developed several processes to improve performance levels ranging from functional to personnel to organizational to boost overall organizational performance. Organizations must also control the performance of their personnel and functions by creating and attaining goals (Good et al., 2004). According to Dess and Robinson (1984), enhancing employee engagement can increase organizational performance, and management must have certain instruments to do so. According to Wheelen and Hunger (1998), an organization's degree of performance is determined by its objectives and goals. The primary goal of any corporation operating in the market is to maximize profits while minimizing expenses. Organizations can

increase profits while decreasing expenses by increasing employee participation (Sorenson, 2002). According to Lee et al. (2004), the level of progress and engagement varies by company. Many firms distribute authority and power to their employees, which promotes organizational effectiveness. An organization that empowers its employees to make decisions improves their own skills. Organizations that function effectively also involve their people in decision making and other organizational decisions. According to Rashid et al. (2003), organizations also require more profit on their input and financial rewards on all expenses incurred. According to Ho et al., (2006), organizations require diverse analyses to measure their profitability, and this demonstrates that organization profitability may be raised when an organization's performance level rises.

1.2 STATEMENT OF THE PROBLEM

Employee participation demonstrates that each employee is a unique individual, not just a cog in a machine, and that each employee is concerned with helping the organization achieve its goals. The organization requests and values each employee's participation. Workers and management know that each employee contributes to the success of the company (Apostolou, 2000). Employee participation is a technique that allows employees to participate in decision-making based on their position in the organization.

Employee participation can thus be viewed as a catch-all term for a variety of methods that may or may not serve diverse goals. To capture the whole picture of employee participation, any investigation of the word "employee participation" must include terminology such as industrial democracy, cooperatives, employee share schemes, employee involvement, human resource management (HRM) and high-commitment work practices, collective bargaining, employee

empowerment, team working, and partnership. The researcher, on the other hand, will look into the impact of employee participation on organizational performance.

1.3 OBJECTIVES OF THE STUDY

The general objective of this study is to examine the effect of employee participation on organizational performance while the following are the specific objectives:

1. To examine the effect of employee participation on organizational performance in Nigeria Breweries.
2. To find out ways/methods of introducing effective employee participation programme in an organization Nigeria Breweries.
3. To determine the challenges that are associated with employee participation Nigeria Breweries.

1.4 RESEARCH QUESTIONS

1. What are the effects of employee participation on organizational performance Nigeria Breweries?
2. What are the ways/methods of introducing effective employee participation programme in an organization Nigeria Breweries?
3. What are the challenges associated with employee participation in an organization Nigeria Breweries?

1.5 HYPOTHESIS

Ho: There is no significant relationship between employee participation and organizational performance.

H_A: There is significant relationship between employee participation and organizational performance.

1.6 SIGNIFICANCE OF THE STUDY

This study will serve as a guide for management and administrators of corporate business organizations in creating an effective employee participation program to stimulate employee involvement in decision making. Employees will contribute intellectually to enhanced corporate performance by doing so. The findings of this research effort will also serve as a reference for academic endeavours for lecturers and students, as well as for the general public who wish to learn about the benefits and drawbacks (if any) of employee participation and its impact on organizational performance.

1.7 SCOPE/LIMITATIONS OF THE STUDY

The scope of this study on the influence of employee participation on organizational performance will examine the process of employee involvement in decision making in an organization, thoroughly explaining the benefits that accrue to it using Nigeria Breweries, Onitsha.

1.8 DEFINITION OF TERMS

Organization: A social unit of people that is structured and managed to meet a need or to pursue collective goals.

Participation: Joint consultation in decision making, goal setting, profit sharing, teamwork, and other such measures through which a firm attempts to achieve organization performance.

Performance: A task's completion judged against current known standards of accuracy, completeness, cost, and speed. In a contract, performance is defined as the fulfilment of an obligation in such a way that the performer is released from all contractual liabilities.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

“Something about management looks so easy that we all think we could succeed where others fail. But management is really not easy. They must be good at strategy, persuasion, and negotiation. Vision, fortitude, passion, intelligence, ethical standards, courage and tenacity are also de rigueur”. (Teal, 1996)

Employee involvement is a popular strategy for increasing the quality of life at work. Employee participation is defined as a set of systematic procedures that enable employees to participate in choices that affect them and their relationships with the organization.

Employee involvement instills a sense of responsibility, if not 'ownership,' in the decisions in which they participate. Employee involvement, however, must become part of the organizational culture and management philosophy in order to be successful.

Employee involvement is founded on two guiding ideas. First, people tend to support institutions or decisions that they helped to create. Second, employees who really perform a task are more knowledgeable about it than anybody else, including their boss. Inquiring with employees who do the job can reveal insights that are not otherwise available.

This chapter provides an overview of numerous studies undertaken by great researchers on the subject under consideration, as well as concepts for analysing the influence of employee engagement in the implementation of management choices, such as forms of employee involvement, advantages and negative impacts of employee involvement, important techniques of employee involvement, decision making and decision-making theories, among others.

2.1 DEFINITIONS

According to the Chartered Institute of Personnel and Development (CIPD, 2001): Employee involvement is ‘a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organization and their commitment to its objectives’.

Employee involvement is the extent to which employers allow or encourage employees to share or participate in organizational decision-making (Probst, 2005).

Employee involvement can also be said to be a process for empowering employees to participate in managerial decision-making and improvement activities appropriate to their levels in the organization (Bryan et al., 2000).

Employee participation is also defined as ‘a process of employee involvement designed to provide employees with the opportunity to influence and where appropriate, take part in decision making on matters which affect them’ (Pateman, 1990).

Employee involvement is the process of enabling workers to influence choices and activities that affect their jobs. It is neither the objective nor a tool, as is commonly practiced in many organizations. It is rather a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the ongoing success of their work organization (Cappelli and Rogovski, 1998).

Employee intelligence, understanding, skills, and experience are the essential assets of the modern corporate firm, not buildings, machines, or real estate. Harnessing the capabilities and commitment of knowledge workers is – it may be argued the central managerial challenge of modern time (Manville and Ober 2003:48).

Employee involvement is founded on the notion that the contribution of any organization's employees determines its performance to a large extent. Employee involvement initiatives strive to facilitate employees' involvement (or participation) in the organization.

Employee involvement is the extent to which employers allow or encourage employees to share or participate in organizational decision-making (Probst, 2005).

Worker participation is just one of the various ways an organization can make choices. The leader must consider the greatest potential leadership style that will allow the organization to accomplish the best possible results. Workers, according to Abraham Maslow, require a sense of belonging to an organization.

2.2 THE EVOLUTION OF THE EMPLOYEE INVOLVEMENT MOVEMENT

There is little doubt that interest in work teams or autonomous work groups has exploded in recent years. The authors' computerized literature search turned over hundreds of recent references to work teams. Work teams are understandably popular because they are at the heart of altering workplace systems. In order to attain improved organizational effectiveness through work team arrangements, several firms have abandoned limiting job descriptions and hierarchical work structures. Different work teams differ in terms of who makes decisions and the level at which decisions are made, but most arrangements have one thing in common: they empower employees by delegating some of the decisions traditionally handled by managers in more traditional organizations. Some teams have the right to implement decisions without the consent of management, and the boundaries of their discretion are explicitly specified. Cross-functional teams, on the other hand, may make traditionally management decisions such as work procedures, scheduling, hiring, and compensation modifications are all examples of broad management decisions.

“The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequal’s. Such power-sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem solving, and decision-making” (Locke & Schweiger, 1989).

The primary aim of employee involvement is for the organization to benefit from the “perceived motivational effects of increased employee involvement” (Latham, as cited in Brenda, 2001, p.28).

When employees participate in the decision-making process, they improve understanding and perceptions among colleagues and superiors, and enhance personnel value in the organization (Probst, 2005).

Participatory decision making by the Top Management Team (TMT) “ensures the completeness of decision making and increases team decisions’ (Ling et al, as cited in Carmelli, Sheaffer, & Halevi, 2009, p. 697).

Each team member has the opportunity to express their perspectives, voice their ideas, and use their skills to improve team effectiveness throughout a participatory decision-making process. Each member has a better chance of reaching the results if they can relate to the team decisions. Effectiveness and organizational performance have a favorable link. The higher the efficiency, the higher the performance.

The implementation of participatory decision-making techniques has been shown to have a wide array of organizational benefits.

Researchers have found that PDM may positively impact the following (Steinheider, Bayerl, & Wuestewald, 2006):

- Job satisfaction

- Organizational commitment
- Perceived organizational support
- Organizational citizenship behaviour
- Labour-management relations
- Job performance and organizational performance
- Task productivity (Locker & Schweigner, as cited in Lowin, 2008)
- Organizational profits (Cotton et al., 1993)
- Employee absenteeism (Probst, 2005)

When everyone in an organization participates in the decision-making process, organizational communication is much more effective and everyone produces more efficient results (Walker, 2007).

By sharing decision-making with other employees, participants eventually achieve organization objectives that influence them (Brenda, 2001). In the process, employee involvement can be used as a tool that enhance relationships in the organization, explore incentives of employees and increase the rate of information circulation across the organization (Anderson & McDaniel, as cited in Brenda, 2001).

2.2.1 The Wagner Act:

The Wagner Act was created in 1935 to grant broad rights to form and join unions, to require employers to bargain, and to prohibit firms from interfering with union information.

Following the passage of the Wagner Act, the first formal employee involvement initiatives were quality of working life (QWL) committees, which aimed to increase worker happiness with the workplace in the hopes of resulting in improved product quality, fewer absenteeism, and more business loyalty. These qualities of working life programs grew rapidly during the 1970's and

1980's, but enthusiasm dwindled as increasing competition and economic pressure led management to focus on product quality and productivity issues (Nissen, 1994).

Plant closures and job losses in the 1980s, along with business demands for labor concessions, put pressure on unions to collaborate in the pursuit of increased efficiency and product quality.

Quality circles used worker recommendations not only to improve product quality and reduce costs, but also to gain compliance with management decisions via shared information and a sense that worker had a say in the work environment (Cappelli and Rogovski, 1998).

2.3 EMPLOYEE INVOLVEMENT

Employee involvement or worker participation refers to arrangements aimed to involve employees in the decision-making process of the firm. This empowers workers to participate in the initiation, formulation, and implementation of corporate decisions. The concept can also be considered in terms of a new approach to industry and society in which people desire to be involved in decisions that directly affect them. Employee involvement can also be said to be a process for empowering employees to participate in managerial decision-making and improvement activities appropriate to their levels in the organization.

According to the Chartered Institute of Personnel and Development (CIPD, 2001): Employee involvement is 'a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organization and their commitment to its objectives'.

Employee participation is also defined as 'a process of employee involvement designed to provide employees with the opportunity to influence and where appropriate, take part in decision making on matters which affect them'.

Employee engagement is the process of enabling employees to have a say in decisions and actions that influence their jobs. It is neither the objective nor a tool, as is common in many

organizations. It is rather a management and leadership concept about how employees may best contribute to the continuous improvement and long-term success of their workplace.

Employee participation is treating each employee as a unique human being rather than a cog in a machine and including each employee in assisting the organization in meeting its goals. The management of each employee solicits and values his or her advice. Employees and management know that every employee contributes to the success of the company.

One of the greatest underlying factors in the success or failure of any organization is the power of its people and how well that power is focused towards meeting organizational objectives. Organizations that can tap the strengths of their people will be stronger and more competitive than those that cannot (Apostolou, 2002).

Employee engagement refers to work structures and processes that enable employees to provide systematic input into decisions that influence their own job. Numerous research all point to the notion that employee involvement does influence organizational effectiveness; some of which include fewer absenteeism (Marks et al, 1990), improved work attitudes (Steel and Lloyd, 1995), higher individual work performance (Bush and Spangler, 1990), lower employee turnover and increased returns on equity (Vandenberg et al, 1999), and improved organizational learning culture (Thompson, 2002).

Employee participation is also predicted to result in superior product or service quality, greater creativity, stronger employee motivation, lower costs but faster production, and decreased employee absenteeism and attrition (Lawler, 1996).

2.4 FORMS OF EMPLOYEE INVOLVEMENT

Financial and work security are two important factors in getting involved. Share ownership and profit distribution schemes can serve to promote a competitive interest in a company's activities,

which is frequently difficult to convey in the usual day-to-day routine of workplace activity. Apostolou (2000).

There are two types of employee involvement: direct and indirect.

Team briefings, suggestion schemes, job enrichment, job design, autonomous working groups, quality of working life initiatives, and attitude surveys are examples of direct forms of employee engagement in which employees are involved in decisions regarding how they work.

Bargaining, joint consultations, work councils, quality circles, board representation, engagement groups, and taskforces are examples of indirect forms of employee participation in which a representative act on their behalf.

Employee Representation

Representative involvement can take a variety of forms. The most popular type of representation is through trade unions, of which employees have the right to join or not join. In some firms, representation is provided through work or office committees, or collective bargaining—the primary means of involvement through representatives—is handled independently.

Joint consultation

Joint consultation This procedure gives employees the opportunity to weigh in on the plan before the final decision is made by management.

Quality circles

Small groups of employees, usually led by a superior, meet on a regular basis to address problems and find methods to improve parts of their work. The committee usually participates in following implementation and monitoring after presenting commendations to management.

Using this technique necessitates extensive training in problem identification, problem analysis,

and numerous decision-making tools such as statistical analysis and cause and effect diagrams. When a decision is made, managers should acknowledge the group.

This technique encourages employees to continue coming up with ideas even if management is not going to implement them at all.

2.4.1 How can quality circles be made to work effectively?

The answer to this question entails:

1. Management must be prepared to provide resources to support the execution of the circle's problem-solving solutions.
2. Quality circles should be open and transparent, with full appreciation given to the group's accomplishments.
3. The circle should be able to choose its own problems to solve, rather than being limited to those suggested by managers and the facilitator.
4. Trade unions should be consulted and encouraged to participate.
5. Begin slowly, perhaps with a pilot program.

Other strategies for involving employees are as follows:

Codetermination

Through formal discussions with corporate management, codetermination allows workers and their representatives to discuss and vote on major management decisions that affect them. This type of industrial democracy has expanded over most of Western Europe. As a result, moves to close plants or lay off large numbers of workers face far more opposition in Europe than in North America.

Team briefing

Team briefing is an option that tries to do several things at the same time. It offers authoritative information at regular intervals so that people are aware of what is going on. The information is focused toward meeting production targets and other aspects of organizational goals. It is provided face to face to allow for questions and clarification, and it emphasizes the role of superiors and line managers as information sources.

Team briefing, as it deals with the valuable commodity of information, can be a vital contributor to employee involvement with goodwill and managerial discipline. Historically, there may have been a managerial belief that those doing the task are only concerned with the immediate and short term, and that the manager's position is partly dependent on knowing what others do not know.

It is critical that management passion and dedication do not wane just as employees become accustomed to the process.

Team working

Teamwork is a direct successor of autonomous working groups. It tries to concentrate work activity in small groups of approximately a dozen people who are mutually supportive and operate with little supervision. Management establishes performance goals and assigns tasks (sometimes after consultation), but it is up to the team to choose how they will be met.

The team conducts its own activities, chooses its own leaders, and solves its own problems.

2.5 EMPLOYEE INVOLVEMENT – A VITAL ASPECT OF TOTAL QUALITY MANAGEMENT:

The literature on employee participation focuses on the design of work and business units for greater business involvement and employee motivation.

Furthermore, employee involvement stresses involving employees as stakeholders in corporate performance through compensation schemes such as profit sharing and business education.

In terms of job security, knowing that one will remain with the organization for a long time to come is likely to foster a sense of belonging.

Employee involvement methods include suggestion systems, teams, focus groups, surveys, self-directed work groups, and incentive programs, among others.

The goal is to identify the most effective choice that is aligned with specific organizational goals. Certain critical measures must be taken in order to implement employee involvement. According to Apostolou, these are: delegating duty to the employee, training the individual to accept responsibility, communicating and providing feedback, and providing rewards and recognition.

Management is asking workers to participate in employee participation initiatives in order to improve the quality of their work life by arguing that the days of adversarial labor-management relations are over and that a harsh competitive economic world demands workers and management to collaborate in order for both to thrive.

It is thus in both workers' and supervisors' best interests to improve happiness and satisfaction.

Management in such programs frequently wants access to workers' job expertise, unrestricted participation in the introduction of new technology, flexibility in job classifications, work regulations, job assignments, the contract for the goal of increased efficiencies, contract revisions, and sometimes contract concessions.

2.6 EMPLOYEE INVOLVEMENT AND THE HIGH-PERFORMANCE WORKPLACE

Team notions appear to be crucial to contemporary work reorganization approaches that lead to "high performance workplace". Continuous training, multi-skilling, worker-management

relationships, pay tied to team performance and capabilities, and a supportive work environment are all components of a high-performance workplace (HPW) (Nissen, 1994).

Workers perceive their job to be more meaningful and secure in high performance environments, and organizations have better staff, more commitment, higher quality, and, ultimately, increased economic competitiveness (Ngai, 2001).

According to the Dunlop commission, despite their apparent benefits, just 5% of the nation's companies are high performance workplaces (Ngai, 2001). Other studies and polls yield similar results. A 1987 survey of 476 large corporations found that 70% had problem-solving committees such as quality circles, but that fewer than half of the force was active. According to other studies, where participation is voluntary, just 25% of employees volunteer to join.

According to the Dunlop Commission Report's worker representation and participation survey, slightly more than half of employees reported having some type of employee engagement program in their job, but only 31% participate. More over three-quarters of all employees believe they are very or somewhat effective, and that the arrangement is beneficial. More than three-quarters of all employees rate them as very or somewhat effective, and the arrangement provides them more input in their jobs. A two-to-one majority feel such initiatives would be beneficial in their companies. Other studies show widespread support for a worker committee to discuss concerns with bosses. Workers support joint employees by a three-to-one majority, but they oppose management selection of committee members and prefer outside arbitration to resolve disagreements (Camelli et al., 2009).

Studies show that employee involvement processes have a good influence. A 1988 study discovered a link between employee participation and corporate commitment. A 1992 study

backed up these findings, discovering that dedication extended to both the corporation and the union.

Two distinct studies published in 1990 discovered statistically significant links between employee involvement and organizational effectiveness.

According to a 1993 study, whereas quality circles and similar programs had relatively minor benefits on productivity, self-managed work teams had a significant impact on both productivity and work attitudes (Cappelli and Rugovski, 1998).

These studies show the possibilities that employee involvement has. The employee engagement movement has concentrated on freeing each employee's creative energy, understanding that each wants to use his or her head as well as his or her body on the job. If employee involvement is a better way to govern the American workplace, and many workplace partnerships already exist, it may seem obvious that employment and labor legislation would promote such collaborations.

There are, however, some very important and longstanding reasons why American law creates barriers to employee involvement.

2.6.1 Modern High-Performance Workplaces

A multitude of factors distinguish modern high-performance workplaces. High levels of employee involvement and regard are a prevalent feature. They are based on the simple notion that people are more likely to provide their best effort if they feel valued and have the opportunity to share their ideas, and that employees who are well prepared for change may help to introduce it and so aid to secure employment within the organization. Other components include:

- A collaborative approach to problem resolution that involves everyone in the company.
This entails establishing discussion between various groups and individuals inside the

company, developing shared goals and objectives based on the enterprise's success, and agreeing to collaborate constructively to achieve that success.

- Bringing about change by informing, advising, and involving all business stakeholders.

This can only be accomplished through fostering trusting relationships at work, which promote genuine employee involvement and influence through open and complete communication and consultation.

2.7 CONDITIONS FOR EMPLOYEE INVOLVEMENT IN THE DECISION- MAKING PROCESS

According to Apostolou, (2002) if the employee involvement process is sincere and valid, it should meet the following six conditions where Management involves the Union at the highest levels as an equal partner from planning through implementation, and evaluation of employee involvement; the Union equally selects with management any consultants who are hired to set up and coordinate employee involvement committee.

It is a completely voluntary process for both the union and the employer. The Union chooses or appoints its representatives to the employee involvement committees. The program excludes collective bargaining and grievance procedures. These issues are not addressed by employees.

Management must also guarantee in writing that no workers would be laid off or demoted as a result of proposals provided by employee involvement committees. Employee involvement saves money, which is distributed to employees in the form of increased compensation, free training, upgrading, a shorter workweek, and so on. This is decided jointly by the union and management.

Management actions and statements on cooperation should be consistent.

Management promotes excellent labor relations with the union while also attempting to settle issues at lower levels. The right hand of management employee involvement and cooperation

should not be severed by the left hand of management animosity and confrontation with the union. Words and deeds must be consistent.

According to Apostolou (2002), if the above terms are not followed by management, then the workers and union can quite rightly suspect that the program or process is a fraud designed to weaken if not bust the union.

If the union believes that employee involvement is not legitimate, it should demand that management accept the six conditions outlined above or expose this program as phony and urge workers not to participate.

In the words of a national union, the union should educate its people that illegitimate employee involvement “is an attempt to create a shop floor structure controlled by management, and pushing management’s point of view, aimed at undermining the union steward system and bypassing the union. The ultimate goal is to get rid of the union altogether or transform it into a totally company union.”

Lawler (1993), a management professor at the University of Southern California, conducted a research of Fortune 100 companies to determine which business approach provides the biggest returns: process re-engineering, complete quality management, or employee involvement, and the winner was employee involvement. Each of these three tactics has an effect, but studies show that employee involvement is a more powerful driver of financial performance than comprehensive quality management or re-engineering, according to him.

According to Lawler, re-engineering is a one-time change. You do it once and it has an effect, but you can't do it again and again. You can only go so far in downsizing. You cannot shrink your way to success.

Employee involvement, on the other hand, he claims, affects the fundamental relationship between individuals and the organizations for which they work. It truly transforms employees into business partners, so they know more and do more to help organizations succeed, particularly in areas where the human component is critical, such as most knowledge jobs, high-tech, and many types of service industries.

2.8 DECISION-MAKING

Decision-making enables the optimum course of action to be taken in carrying out a particular activity. When there are multiple methods to complete a task, determining the optimal way becomes vital, and the action finally chosen should yield the best outcomes and be acceptable to both workers and management.

Satisfied workers put up their best efforts, which results in increased output, which satisfies management, who may step forward to share the benefit with the workers, and thus the total efficiency of the firm improves.

According to Torgersen and Weinstock (1990), decision-making is the essence of management.

Even if other organizational participants make decisions, the manager's decision-making ability will be critical to the organization's success.

Stone and Freeman (1994) describe decision-making as "the process of identifying and selecting a course of action to solve a specific challenge".

Walker (2007) defines decision-making as "the selection of a course of action among alternatives".

Decision making in organizations has been described as a process of behavior with the economic model at one extreme and the social model at the other extreme (Probst, 2005). This description implies that only irrational decision-making accords human values precedence over economic

values. Leaders must find some middle ground between these extremes for it is evident that neither set of values can be ignored.

In many organizations, managers have been confronted with the tasks of making severe, undesirable and unpleasant cuts of personnel and services in a hasty manner, because, in part, they failed to heed economic values in earlier decisions.

Similarly, organizations have often been forced to retract decision, and to act in confusing manners, in chaotic situations, because they failed in part, to heed to human values in reaching earlier decisions.

2.8.1 Rights and responsibilities of Decision Making

One key to effective decision making is the ability to select the appropriate decision making to select the appropriate decision-making style for each faced. Should group be involved or not whenever possible? Should employees be consulted in all decisions or only in certain situations?

Research has practice show that no single style of decision making works best in all situations.

Successful leaders learn to match the appropriate decision-making style with the situation.

Probst (2005) addressed the problem with a very practical and useful model. He developed a set of alternative decision styles where each has a code and is increasingly participative. For example, style A1 has no subordinate participation, whereas, G11 is almost totally participative.

Probst identified three variables bearing on the appropriateness of a given decision making style:

(1) The quality or rationality of the decision (2) the acceptance or commitment by subordinates to execute the decision effectively, and (3) the amount of time required to make the decision.

The ownership culture report reports that employee-ownership companies each choose their own levels and kinds of participation, but they all must manage people expectations about decision making. Drawing on their day-to-day experience on owning goods and other property, employee-

owners expect a degree of decision making authority. In fact, one academic commentator notes that 'it would not be uncommon for the employee-owner to equate ownership with governance'. Companies that manage decision making explicitly and wisely can, over time, tap a greater share of their work force's human potential.

Companies that do not consciously address people expectations may well find increasing cynicism and distrust. In the same article, they stated that the desire to have a degree of input in decision making almost invariably arises when ownership of a company is broadly shared with employees. The expectation of a right to participate in decisions is deeply rooted in western beliefs about ownership, and, by extension, employee-ownership.

Decision making, however, is a complex, multi-dimensional issue. While people may be clear that they expect increased authority to make decisions, they may be less clear about the full meaning and implications of such authority.

Data collection from the ownership culture survey (OCS) suggest that a central feature of decision making that many people overlook are the specific responsibilities that decision-making authority entail, while ownership often does bring new rights, responsibilities are equally important to a healthy ownership culture.

The kinds of decisions over which employee-owners potentially have rights fall into three categories:

1. **Autonomy:** autonomy refers to decisions relating to the performance of day-to-day job activities. every day, employees make choices about rework, production speed, and prioritization of tasks- this is the area they expect the most freedom to make decisions.

2. **Participation:** the second category is participation, which refers to inputs over local decisions. Depending on the company, this might be at the level of work teams, divisions, or shifts, and can include activities such as team hiring or planning work flow.
3. **Influence:** by influence, we mean companywide decisions, such as acquisitions or strategic direction. Non-managers should generally expect to have the lowest level of input on these issues. The justification for employees having most control over decisions closest to their own jobs is based on two principles. First, people should contribute to those decisions which they will directly implement. Second, they should contribute to those decisions which they best understand.

Some Decision-making Theories

- Rational Decision Making where “rational people make decisions in this theory based on the optimal choice of greatest benefit to them.
- Trade-off: These are often involved in decision-making in that to obtain one thing we want, we may have to sacrifice one or more things we want.
- Biases – These are when managers are often overoptimistic about the outcome of projects and choose people and actions that please them.

2.9 EMPLOYEE EMPOWERMENT

Various researches and studies have found that employee empowerment leads to a truly nurturing environment where the employees can learn, grow, improve and enhance their functioning or performance abilities.

Employee empowerment also provides for creating an environment of trust, importance in the eyes of the employees and since it enhances the capability of the respective employees; the same also leads to the creation of a positive work environment within the organizational set up.

Empowerment means that all employees feel that they have the responsibility and authority to participate in decision-making and problem solving in their appropriate operating levels.

It is obvious that a whole company of skilled and capable problem solvers will have a distinct competitive advantage over an organization that only have a few key distributors and an array of drones (Apostolou, 2002).

Empowerment involves decentralizing power within the organization to individual decision makers further down the line. Team working is a key part of the empowerment process and members are encouraged to make decisions for themselves in line with guidelines and frameworks established in self managing teams.

Empowerment requires that management takes risks by turning over some control of the organ to the employees and this control must be planned and authorized. It behoves management to appreciate that relinquishing control to the effected and skilled employees will result in a more productive organization with better teamwork and faster problem solution.

An empowered human resource that is employees will be able to respond more quickly to changes, improvements, new customer requirements as they begin to act independently in pursuit of their expectations and within the boundaries of their authority.

Apostolou (2002) wrote that employee involvement and empowerment is a long-term commitment, a new way of doing business, a fundamental change in culture. He said employees who have been trained, empowered and recognized for their achievements see their jobs and their companies from a different perspective.

According to him the cultural effect being sought is a sense of ownership of the company among its employees. Such employees “own” the company in that they feel personally responsible for

its performance. By involving the people in the initial processes of decision-making, genuine commitment is obtained even if the original ideas are not theirs.

Organizations that involve their employees in decision-making have evolved beyond merely telling people what is going on, to actively seeking their contribution to the decision-making process.

2.10 DIMENSIONS OF EMPLOYEE INVOLVEMENT

The core values are reflected in five different perspectives on the purpose and rationale for worker participation in organizations (Bolle de Bal (1992s:603-610): The Managerial Approach, which is inspired by productivity and efficiency goals (participation is organized at a lower level in order to relieve worker dissatisfaction and morale problems). A key issue in this approach is the extent to which management delegates or retains the power to initiate, frame, and terminative participative processes. It also reflects management's view that the direct participation of workers undermines union power.

The Humanist Psychology Approach, which is inspired by human growth and development goals, (participation as a way to enhance the well-being of the individual by promoting individual creativity, self-esteem, and ego strength). This approach reflects the movement led by Elton Mayo. It reflects a much more positive view of human nature and emphasizes the need to retrain managers to develop their participative leadership skills and unlearn authoritarian behaviours. It acknowledges the societal function of the workplace and the benefit of participatory restructuring of the workplace, given the central role it plays in the lives of most ordinary people (Pateman 1990).

The Industrial Relations Approach, which is inspired by democratic goals (participation is not only a means to an end in itself but also a way to create a strongly democratic society,

characterized by active participative citizens). This approach reflects the importance of the external environment (not highly recognized in bureaucratic, hierarchical organization design but more widely recognized in organic, open-system designs). Participation in the workplace is seen as contributing to an effective and just society.

The Political Approach, which is inspired by revolutionary goals (participation as a means to change the overall structure of ownership to a collective base and to educate workers to class consciousness). Advancement toward greater worker participation is seen as very dependent upon a strong labour movement.

2.11 BENEFITS OF EMPLOYEE INVOLVEMENT

It is to be noted that not everyone subscribes to this positive view of participatory democracy or to the benefits of direct participation in the workplace. As literature on participative management and employee involvement accumulated, a wide range of benefits was elaborated, and organizations were encouraged to adopt a variety of participation strategies, and to cultivate a culture of participation (Denison 1990).

Kanter (1989;1983), for example, pointed out that a participatory work environment is theoretically more effective at enhancing innovations than traditional bureaucratic structures because it promotes the sharing of product knowledge between managers and workers, who are closest to the products being made and work being done and therefore more likely to develop strategies and suggestions for better quality items.

Lawler (1996) also asserted that giving employees decision-making power boosts their morale and commitment to the organization, which aids productivity; everybody benefits: businesses accrue higher profits and stability because they are more secure in their industry niche and

workers are more fulfilled and attached to the companies because they have a voice in decision-making.

A summary of expected benefits as listed by Lawler (1990:38-40) are: Improved, more innovative and efficient work methods and procedures (less resistance to new methods may result, and the problem-solving process may produce innovations); better communication between management and workers and across work units.

It could lead to attraction and retention of employees (improvement results from increased satisfaction and involvement); reduced tardiness, turnover, and absenteeism; greater staffing flexibility (increased flexibility results from cross-training and teamwork); increased service and product quality (higher motivation and better methods increase the rate of output).

Reduced staff support and supervision requirements (more “self-management” and broader skills reduce the needs for staff support and supervision); more effective resolution of conflict and reduced number of grievances (better communication and an improvement in union-management relationship reduces the number of grievances); better decisions (better input and decision-making processes improve the quality of decisions); expansion of staff skills (problem-solving as well as technical skills are developed); improved morale and job satisfaction

2.12 ADVERSE EFFECTS OF EMPLOYEE INVOLVEMENT

Some potential negative consequences were identified as salary and training costs (developing new skills and responsibilities for lower-level participants results in increased salaries and additional training); support personnel (if the new program creates a new structure that needs support and management, support personnel must increase) Expectations for organizational change and personal growth and development opportunities (any program that talks about participation increases expectations for organizational change and personal growth, which, if it is

limited or fails, results in dissatisfaction and cynicism) Resistance by middle management and/or staff support groups(if they are not positively affected by the program, they may resist it) Lost time (participation takes time and can slow decision-making because a number of people have to understand and accept the decision). Lawler (1990)

2.13 FOUR KEY STRATEGIES OF EMPLOYEE INVOLVEMENT

Though there is no authoritative source or theory that defines participation, Lawler and others (Lawler 1998:197; Lawler et al. 1998; Ledford 1993) provide a good starting point by identifying four key strategies, whose nature and location in the organization are central issues for governance in all organizations and which largely determine the nature and degree of participation available to employees. These are information sharing, knowledge development, rewards and recognition systems and power sharing.

Information sharing about business performance, plans, goals, and strategies, about new technologies and competitors' performance is another. Without business information, individuals are restricted in their ability to make meaningful contributions, participate in planning and setting direction, understand the effectiveness of their performance and that of the organization. Information sharing includes both information disclosure and open communication processes.

Knowledge development and training to provide skills in group decision-making and problem solving, leadership, quality and statistical analysis, an understanding of the business and job skills and cross-training. This knowledge and training enables employees to understand and contribute to organizational performance.

Rewards and recognition systems that are based on the performance of the organization and that are designed to encourage employees to obtain information, add skills, take more decision-making responsibility, enhance teamwork, and perform in ways that help the business (for

example, through the use of individual incentives, work group or team incentives, profit sharing, employee stock ownership plans, stock options plans and non-monetary recognition and awards for performance.

Power sharing, particularly in decision-making, either through parallel structure practices such as quality circles, committees, survey feedback, or suggestion systems, or work design power sharing practices such as job enrichment and redesign, self-managing work teams, mini-business units, and participation on decision-making boards and committees that enable employees to use and apply the information and knowledge effectively; key strategies include locating decisions at the lowest possible level in the organization.

2.14 THEORITICAL FRAMEWORK

Earlier on, as defined by the Chartered Institute of Personnel and Development (CIPD,2001):

Employee involvement is ‘a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organization and their commitment to its objectives’.

Employee involvement is about making the employees feel that they own a certain aspect of a decision concerning the organization if not the decision as a whole. The human relations and participatory democratic theories are adopted to guide our discussion on worker participation in management decision making. The human relations theory stems from the understanding that the co-operation of workers is desirable for the attainment of the objectives of high productivity and industrial peace. It contends that workers would be better motivated if they are treated like human beings rather than as irrational objects. For instance, by making them have a feeling that the organization accords them recognition by involving them in the decision-making process. In the light of the theory the worker is to be perceived in terms of his membership of a social group

rather as an individual. Consequently, his behaviour is seen as a response to group norms rather than simply being directed by financial consideration. Workers should then be expected to react to group norms so that when they are given the opportunity to take part in management decision making, they are likely to respond positively to organizational issues.

The democratic participatory theory emphasizes on conditions which are necessary for effective participation and function performed by participation to the individuals and society.

Even the average human who is lazy by nature and inherently dislikes work according to Mc Gregor, will feel important when he/she is consulted before a decision which is likely to affect him/her either directly or indirectly.

Majority of the theories developed on employee involvement have shown that employee involvement practices have a positive impact on both employee and organizational performance. Performance, they say, is the sum of ability and motivation, and involving people within the organization is a way through which Human Resource Practitioners motivate workers at the workplace.

Based on the study of George Bohlander, there are a variety of group techniques that have been developed to involve employees more fully in their organizations

All of these techniques have two characteristics in common: enhancing collaboration and increasing synergy. In enhancing the degree of collaboration in the work environment, these techniques can improve work processes and organizational decision making.

In increasing group synergy, the techniques underline the adage that the contributions of two more employees are greater than the sum of their individual efforts.

Furthermore, research has shown that working in a group setting strengthens employee commitment to the organizational goals, increases employees' acceptance of decisions, and encourages a cooperative approach to work's tasks.

2.15 CONCLUSION

Based on previous researches conducted on employee participation, it is obvious that employee involvement in the organizational decision-making process has several benefits and advantages in relation to implementation of management decisions, though it is also faced with its own challenges.

From the researcher's point of view, it is very important to identify these challenges in order for measures to be taken by managements to correct them since the benefits of involving employees in the decision-making process cannot be over-emphasized.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

This chapter describes the various methods and techniques used to collect and analyse the data gathered for the study to gain a deeper understanding of the topic under study.

The data collection stage is important since the result of the analysis is dependent on the quality of the data obtained. Therefore, the method selected for data collection must be the most appropriate to assist in achieving the objectives of the study:

In this case, it is to be used to determine the real status of employee involvement, causes of low employee involvement or participation in the decision-making process; determine the consequences of low employee involvement in decision-making on the implementation of management decisions.

It is also to be used to identify ways to arrest this problem in order to improve organizational performance and explore how employees can be involved and the result of involving employees in decision-making as well as make recommendations on how to improve the involvement of employees in decision-making.

3.1 RESEARCH DESIGN

The type of research design for this study is exploratory and it is conducted because a problem has not been clearly defined. It helps to determine the best research design, data collection method and selection of subjects. This is the best approach if one aims at clarifying understanding of a problem by three Primary ways which are Literature Research, talking to experts in the area of study and Conducting focus group interviews as claimed by Saunders et al., (2000).

3.3 POPULATION OF THE STUDY

The population of this study is the regular staff of Nigerian Breweries, Onitsha. The population figure for the study was 25.

3.4 POPULATION SIZE AND TECHNIQUE

Since the population for the study was not large, and data could be collected from all the respondents, the researcher adopted the census sampling technique to successfully complete the study. All 25 respondents were used for this study.

3.5 DATA COLLECTION METHOD

Data for this study was collected from the respondents by means of structured questionnaires that were self-administered and field surveys through responses to questions in the questionnaire served as the main source of primary data for this study. Structured questionnaires were used to reduce cost, save time and avoid prejudice. Secondary data were collected from text books, journals and the internet (World Wide Web).

The first five (5) questions detailed personal information of the respondent. The rest centred on issues related to employee involvement and its impact on the organization. The questions comprised closed and open-ended questions. The open-ended questions were used when it became necessary for respondents to provide additional information.

3.6 DATA ANALYSIS

Saunders et al (2000) defines data analysis as consisting of three concurrent flows of activity that is data reduction, data display and a conclusion drawing/verification part. Various analytical tools and soft wares such as pie charts, tables, and Statistical Package for Social Science (SPSS) will be used in analysing data for this study.

Data collected will be analysed using frequencies and percentages. These frequencies and percentages will enable the researcher to clearly represent true data characteristics and findings with a great deal of accuracy. Interpretation and analysis of data will also be used to describe items in tables used for this study.

3.7 LIMITATION

Exploratory research often relies on secondary research such as reviewing available literature and/or data, or qualitative approaches such as informal discussions with consumers, employees, management or competitors, and more formal approaches through in-depth interviews, focus groups, projective methods, case studies or pilot studies. The results of exploratory research are not usually for decision-making by themselves but they can provide significant insight into a given situation. The objective is to gather preliminary information that will help define problems and suggest hypotheses (Kotler et al, 2006).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter is devoted to the presentation, analysis and interpretation of the data gathered in the course of this study. The data are based on the number of copies of the questionnaire completed and returned by the respondents. The data are presented in tables and the analysis is done using the chi-square test.

4.1 Data Presentation and Analysis

The data presented below were gathered during field work:

BIO DATA OF RESPONDENTS

Table 1 Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	18	72.0	72.0	72.0
female	7	28.0	28.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022.

Table 1 above shows the gender distribution of the respondents used for this study.

18 respondents which represent 72.0percent of the population are male.

7 respondents which represent 28.0 percent of the population are female.

Table 2 Age Range of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below 20years	1	4.0	4.0	4.0
21-30years	6	24.0	24.0	28.0
31-40years	8	32.0	32.0	60.0
41-50years	8	32.0	32.0	92.0
51-60years	2	8.0	8.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022.

Table 2 above shows the age grade of the respondents used for this study.

1 respondent which represent 4.0 percent of the population is below 20yrs.

6 respondents which represent 24.0 percent of the population are between 21-30yrs.

8 respondents which represent 32.0percent of the population are between 31-40yrs

8 respondents which represent 32.0 percent of the population are between 41-50yrs.

2 respondents which represent 8.0 percent of the population are between 50-60yrs.

Table 3 Educational Qualifications of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid FSLC	1	4.0	4.0	4.0
WASSCE/SSCE	7	28.0	28.0	32.0
OND/HND/BSC	10	40.0	40.0	72.0
PGD/MSC/PHD	5	20.0	20.0	92.0
OTHERS	2	8.0	8.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022.

Table 3 above shows the educational background of the respondents used for this study.

Out of the total number of 25 respondents, 1 respondent which represent 4.0 percent of the population are FSLC holders.

7 respondents which represent 28.0percent of the population are SSCE/WASSCE holders.

10 respondents which represent 40.0percent of the population are OND/HND/BSC holders.

5 respondents which represent 20.0 percent of the population are MSC/PGD/PHD holders

2 respondents which represent 8.0 percent of the population had other types of certificate.

Table 4 Marital Status of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid single	9	36.0	36.0	36.0
married	10	40.0	40.0	76.0
Divorced	3	12.0	12.0	88.0
Widowed	3	12.0	12.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022.

Table 4 above shows the marital status of the respondents used for this study.

‘Out of the total number of 25 respondents, 9 respondents which represent 36.0 percent of the population are single.

10 respondents which represent 40.0 percent of the population are married.

3 respondents which represent 12.0 percent of the population are divorced.

3 respondents which represent 12.0 percent of the population are widowed.

Table 5 Years of Experience or Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-2years	6	24.0	24.0	24.0
3-5years	10	40.0	40.0	64.0
6-11years	5	20.0	20.0	84.0
above 12years	4	16.0	16.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022.

Table 5 above shows the years of experience of the respondents used for this study.

Out of the 25 respondents, 6 which represent 24.0percent of the population have had 0-2yrs experience at work.

10 which represent 40.0percent of the population have had 3-5yrs experience.

5 which represent 20.0percent of the population have had 6-11yrs experience.

4 which represent 16.0 percent of the population have had more than 12yrs experience.

Table 6 Department of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Production	8	32.0	32.0	32.0
maintenance	8	32.0	32.0	64.0
procurement	9	36.0	36.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022.

Table 6 above shows the departments of the respondents used for this study.

8 respondents representing 32.0 percent of the population are from the production department.

8 respondents representing 32.0 percent of the population are from the maintenance department.

9 respondents representing 36.0 percent of the population are from the production department.

Table 7 Level/Position of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid junior staff	13	52.0	52.0	52.0
senior staff	12	48.0	48.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022.

Table 7 above shows the level/position of the respondents used for this study.

13 respondents representing 52.0 of the respondents are junior staff.

12 respondents representing 48.0 of the respondents are senior staff.

TABLES BASED ON RESEARCH QUESTIONS

Table 8 Involving employees in decision making would help boost employees commitment

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agreed	16	64.0	64.0	64.0
Agreed	5	20.0	20.0	84.0
Undecided	3	12.0	12.0	96.0
Disagree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022.

Table 8 above shows the responses of respondents that involving employees in decision making would help to boost employees' commitment.

16 respondents which represent 64.0 percent of the population strongly agreed involving employees in decision making would help to boost employees' commitment.

5 respondents which represent 20.0percent of the population agreed that involving employees in decision making would help to boost employees' commitment.

3 respondents which represent 12.0percent of the population were undecided

1 respondent which represent 4.0 percent of the population strongly disagreed involving employees in decision making would help to boost employees' commitment.

Table 9 Effective Employee Participation in an Organization helps to boost Organizational Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	15	60.0	60.0	60.0
Agree	6	24.0	24.0	84.0
Disagree	3	12.0	12.0	96.0
strongly agree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022.

Table 9 above shows the responses of respondents that effective employee participation in an organization helps to boost organizational performance.

15 respondents which represent 60.0 percent of the population strongly agreed that effective employee participation in an organization helps to boost organizational performance.

6 respondents which represent 24.0percent of the population agreed that effective employee participation in an organization helps to boost organizational performance.

3 respondents which represent 12.0 percent of the population disagreed that effective employee participation in an organization helps to boost organizational performance.

1 respondent which represent 4.0 percent of the population strongly disagreed that effective employee participation in an organization helps to boost organizational performance.

Table 10 There is a relationship between Employee Participation and Organizational Performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly agree	21	84.0	84.0	84.0
Agree	2	8.0	8.0	92.0
Undecided	1	4.0	4.0	96.0
Disagree	1	4.0	4.0	100.0
Total	25	100.0	100.0	

Source: field survey, December, 2022

Table 10 above shows the responses of respondents that there is a relationship between participation and organizational performance.

21 respondents which represent 84.0 percent of the population strongly agreed that there is a relationship between participation and organizational performance.

2 respondents which represent 8.0percent of the population agreed that there is a relationship between participation and organizational performance.

1 respondent which represent 4.0 percent of the population is undecided.

1 respondent which represent 4.0 percent of the population disagreed that there is a relationship between participation and organizational performance.

RESEARCH HYPOTHESIS

H₀: There is no significant relationship between employee participation and organizational performance.

H₁: There is a significant relationship between employee participation and organizational performance.

Level of significance: 0.05

Decision rule: reject the null hypothesis if the p-value is less than the level of significance.

Table 11 Test Statistics

	There is a relationship between employee participation and organizational performance
Chi-Square	46.520 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is

Table 11 Test Statistics

	There is a relationship between employee participation and organizational performance
Chi-Square	46.520 ^a
Df	3
Asymp. Sig.	.000

6.3.

Conclusion based on the decision rule:

Since the p-value (0.000) is less than the level of significance (0.05), we reject the null hypothesis and accept the alternative thereby concluding that there is a significant relationship between employee participation and organizational performance. See table 11 above.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATION

The objectives of the study were to

1. Examine the effect of employee participation on organizational performance.
2. Find out ways/methods of introducing effective employee participation programme in an organization.
3. Determine the challenges that are associated with employee participation.

4. Know if there is a relationship between employee participation and organizational performance.

Findings from the survey revealed the following:

- That there is a relationship between employee participation and organizational performance.
- Involving employees in the decision-making process helps to boost employees' commitment towards work.
- Effective employee participation in an organization to boost organizational performance/ productivity.
- Lack of trust on the part of employers is a challenge associated with effective employee participation.
- Lack of proper communication is equally another challenge associated with effective employee participation.

SUMMARY

As a result of the findings from the survey, the following recommendations are made:

- Employers should engage in constant constructive communication with its employees'
- Employers should learn to trust and believe in their employees through constant trainings.
- Since there is a relationship between employee participation and organizational performance, for organizations to perform at their peak they need the useful inputs of its employees/ workforce.

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