

**DECISION MAKING AND ORGANIZATIONAL PRODUCTIVITY
IN NIGERIA : A CASE STUDY OF EDO STATE CIVIL SERVICE**

BY

Omineanaomie EMMANUEL

SSC1701737

DEPARTMENT OF PUBLIC ADMINISTRATION

FACULTY OF SOCIAL SCIENCES

UNIVERSITY OF BENIN

BENIN CITY

JULY, 2023

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The concept of employee participation represents a popular theme in the analysis of the world of work among scholars in the fields of industrial sociology, industrial relations as well as management. It refers to any arrangement which is designed to involve low cadre employees in the important decision making within the workplace. This implies that rather than saddling only a group within the enterprise (for instance, management) with the responsibility of making decisions, all those who are to be affected by these decisions (including the employees) would be involved in its formulation and implementation (Yusuf, 2008:65).

In recent time, scholars have directed increasing attention to the issue of employee participation and its broader corollary, industrial democracy (Yusuf 2008:65).

These concerns reflect a growing interest in finding ways to make work more meaningful and satisfying to the employees. This rest on the belief that the organizational goals of high productivity and harmonious industrial relations are best achieved when the higher level needs of the human elements (employees) are satisfied. Macgregor (1960:23).

Employee participation implies arrangements designed to involve employees in the enterprises decision making process. This allows for employees' participation in the initiation, formulation and implementation of decisions within the enterprise. The concept can also be understood in terms of a new approach to industry and society in which

people want to be interested with the taking of decisions which have direct bearing on them. Macgregor (1960:23) contend that employee participation consists basically in creating opportunity under suitable conditions for people to influence decisions which affect them. It is a special case of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the employees. This serves to create a sense of belonging among the employees as well as a conducive environment in which both the employees would voluntarily contribute to healthy industrial relations.

The corporate organizations in Nigeria have been a focal sector; but little is probably known about the influence of its employee participation in decision making on organizational productivity. A modern forward-looking business does not keep its employees in the dark about vital decisions affecting them. It trusts them and involves them in decision making at all levels. "Command and control" is no longer an adequate model. A more open and collaborative framework will exploit the talents of all employees (Hewitt. 2002: 11). Employees must be involved if they are to understand the need for creativity and if they are to be committed to changing their behavior at work, in new and improved ways (Singh, 2009: 14), (Kingir and Mesci. 2010:24). Employee participation in decision making serves to create a sense of belonging among the workers as well as a congenial environment in which both the management and the workers voluntarily contribute to healthy industrial relations (Noah, 2008: 17). In order to increase the workers commitment and humanize the workplace with the intention of improving

work performance and good citizenship behaviour, managers need to permit a high degree of employee participation (Cohen: 1997: 18).

Thus, the participation of workers in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high productivity (Noah, 2009: 17). However, researchers may be skeptical about the value and relevance of employee participation in decision making to organizational productivity. It is in view of this that the study examines the impact of employee participation in decision making and organizational productivity in Nigeria.

1.2 Statement of the research problem

The spread of democratic value to virtually every society today has brought the need to examine the implications of this trend to other spheres of life. With respect to economic sector, employees are faced with the dilemma of how to cope with authoritative management in the work places while living in a democratic society which guarantee basic fundamental freedom.

In addition, the denial of employees' active participation in decision making is held to be one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

The implication of these to employees is increasing exposure to a monetized society, rising education and wider contact among people resulting from the break-up of artificial barriers was to shift these aspirations to a more satisfying work experience,

greater control over the organization of work, greater opportunity for personal development and wider scope in exercise of initiatives.

Specifically, the refusal of work organizations to recognize the human factor in industrial production through greater participation of employees in its management decision making would tend to create several human problems in this setting. An employee is a social being who brings his personality, hopes, aspirations, anxieties. Feeling and attitude to the work place. He seeks satisfaction and meaning in his work as he does in other spheres of life. However, when he finds that his work does not provide him with the opportunity to realize his potentials (for instance, through strict management control) he tends to engage in negative behaviors like absenteeism, apathy, low commitment and low productivity.

The implication of these negative tendencies resulting from strict management control has therefore raised serious concern among scholars interested in healthy industrial relations.

1.3 Research question

Against this backdrop, the following research questions are raised:

1. Is there significant relationship between employee participation in decision making and organizational productivity?
2. Is there significant relationship between level of education and employees' participation in decision making?

3. Does the denial of employees active participation in decision making one of the major causes of the problems which are manifested daily in the work lives of the modern employees?

1.4 Objectives of the study

The main objective of this study is to investigate the impact of employee participation in decision making and organizational productivity.

The specific objectives are:

1. To investigate if there is significant relationship between employee participation in decision making and organizational productivity.
2. To determine if there is significant relationship between level of education and employees' participation in decision making.
3. To find out if the denial of employees active participation in decision making one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

1.5 Research hypothesis

The hypotheses for this study are;

Hypothesis one

- H₀: there is no significant relationship between employee participation in decision making and organizational productivity.
- H₁: there is a significant relationship between employee participation in decision making and organizational productivity.

Hypothesis two

H₀: there is no significant relationship between level of education and employees' participation in decision making.

H₁: there is a significant relationship between level of education and employees' participation in decision making.

Hypothesis three

H₀: the denial of employees' active participation in decision making is not one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

H₁: the denial of employees' active participation in decision making is one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

1.6 Scope of the study

This research work focuses on the impact of employee participation in decision making and organizational productivity.

The population of the study is the entire quoted the Nigeria civil service. While the sample size is restricted to Edo state civil service.

1.7 Significance of the study

It is expected that this study would consolidate existing literature on the issues surrounding the impact of employee participation in decision making and organizational

productivity in Nigeria. The study would also facilitate the examination of the effects of employee participation in decision making and organizational productivity and thus boosting the empirical evidence from Nigeria. Furthermore, given the empirical nature of the study, the outcome of this study would aid policy makers and regulatory bodies in economic modeling and policy simulation with respect to the selected variables examined in the study.

The result of the study would be of benefits to investment analysts, investors and corporations. It will also be useful in stimulating public discourse given the dearth of empirical researches in this area from emerging economies like Nigeria. Finally, it would also add to the available literature on the area of study while also providing a platform for other researchers who may want to further this study.

1.8 Limitation of the study

The study is restricted to Edo state civil service

1. There is the tendency of low responses from respondents that will be enumerated.
2. Reluctance of officials in divulging some relevant information on grounds of their sensitivity.
3. Limited time has been given for the, completion of this research work, considering the fact that it would have to be combined with the choked up lecture schedule, assignments and tests.

1.9 Definition of Terms

Employees: An employee is anyone who has agreed to be employed, under a contract of service, to work for some form of payment (this can include wages, salary, commission and a piece rates).

Decision Making: The thought process of selecting a logical choice from the available options.

Employee's participation: This is the process whereby employees are involved in decision making processes, rather than simply acting on orders.

Organization:An organization or organization is an entity, such as an institution or an association that has a collective goal and is linked to an external environment.

Productivity: Productivity is an average measure of the efficiency of production. It can be expressed as the ratio of output to inputs used in the production process, i.e. output per unit of input.

1.10 Organization of the study

This project work is divided into five chapters. Chapter one has the introduction which include the background of the study, the statement of the problem, the research questions; the objective and limitations of the study, definition of terms and the organization of the study. Chapter two covers the review of relevant literature, the theoretical framework and the organizational context of the study. Chapter three covers the research design, population of the study, sample and sampling technique, scope of the study, sources of

data, data analysis method and model specification. Chapter four contains the presentation, analysis and interpretation of the data collected for this research work. The data collected was analyzed' using simple percentage method of analysis and chapter five concludes the study by summarizing the findings, specifying the implication and recommendations.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Literature Review

2.1.1 Introduction

In today's turbulent environment and intense competition, firms are forced to seek ways to be more flexible, adaptive and competitive as they are faced with competitive pressures and rapidly changing markets (David, 2005: 56). Success depends on involving the workforce's entire capacity to generate new ideas and ways of working to outsmart the competitors. Employee involvement is one important aspect of organizational life to achieved increased organizational effectiveness and positive employee perceptions. Employee participation in decision making (EPDM) is one of the many current forms of employee involvement in the workplace decision making. Managers are encouraged to allow a high degree of employee participation and autonomy, which are intended to increase workforce commitment and to humanize the workplace with the intention of improving work performance and good citizenship behavior (Cohen. Chang & Ledford. 1997: 24).

Employee participation in decision making (EPDM) is not new and its research can be traced back to several decades. It gained new prominence in the 1980s because American businesses faced new competitive challenges that demanded higher levels of performance (Paul, 2000: 43). The individual factors that influence the existence of EPDM is the main focus of this study. Such a study is useful in determining appropriate

measures to be taken to increase or decrease certain factors that may increase or reduce the likelihood of EPDM. This is important when EPDM has been found to be related to important outcomes that are particularly of interest to organizations and some of the recent findings from continuing research on the process and effects of participation justify further examination (Jabroun & Balakrishnan.G 2000:32).

2. 1.2 Review of Related Literature

Employee participation has been explained as a plank of industrial democracy (Adewumi, 1991: 98). Mills (1977: 65) described the spread of industrial democracy to Western Europe in the 1970s a story of capitalism in transition. In his words. In countries where it is occurring, industrial democracy, affects the nature, control and even ownership of private enterprise; the nature control, power and bargaining areas of the labour unions and the roles and contributions and rights of the individual employee in contemporary and future industrial society (Heisler and Houck. 1977: 116).

The description above shows that industrial democracy affects many aspects of lives of different people in modern society. This reason may explain the wide clamor for the introduction of employee participation arrangement in most countries. The first one was political in nature, pushed primarily by socialists and moderate labour and political leaders. The second was an industrial or economic force championed by innovative and socially-oriented management and at times, by unions. The third was an intellectual and theoretical force pushed by MacGregor (1960: 47). The last force is what Mills (1977: 43) called the revolution of rising entitlements, prominent in western Capitalist and

democratic societies. This egalitarian spirit manifested itself in. growing public distaste. desire and disillusionment with traditional institutions and their leadership, growing aberrant social behaviours including crime and drug abuse and new demand for participative right of every kind including women's rights.

The increasing interest in employee participation has been traced to a number of factors. First, is the real or anticipated political pressure which was designed to extend the popular democratic dispensation in the larger society to the economic sphere, Second, is the growing pressure on the collective bargaining system arising from continuing difficulties from negotiating in the context of high inflation and in some instances increasing disenchantment with the dialogue of confrontation. More importantly, is the endemic problem within the modern industrial system which may tend to encourage employers to consider experimenting with different forms of participation. Lastly, the growing interest in participation was encouraged by the problem associated with denying powerful groups (for example, shop stewards and work groups) formal and legal means of exercising their rights. When such situation arises, the employees concerned will employ informal bargaining methods and illegitimate facts to achieve their goals. To forestall these negative trends: management is forced to introduce certain participation schemes (Mills 1997: 80).

The industrial democracy movement can be seen therefore as part of the Quality of Work Life Movement (QWLM) which spread throughout Europe during early 1970s. A major impetus to this movement was provided by the Employees Constitution Act Passed by the

German Bundestag in 1972. The Act imposed a mandatory Employee Council on every German enterprise employing more than five employees.

In the 1990s. The industrial democracy movement took the form of what Freeman and Rogers (1993: 20) called employee representation.

Like employee participation and other stands of industrial democracy. Employee's representation connotes greater influence of employees in several aspects of the work. It also involves restructuring management to meet the new demands of efficient management. International competition, rapid technological change and changing work force expectation of work (Freeman and Rogers 1993: 34).

A related concept to employee Participation is joint Governance. The concept was developed by Verma and Cutcher-Gershanfield (1991: 30) who defined it as: an ongoing formal process where employees and their immediate supervisors or union and management bear joint responsibility for making decisions which may be narrow (for instance, involving a single issue) or it may be broader covering a wide range of issues.

Joint governance would then be taking to imply statutory arrangements that are meant to provide equal decision making power to subordinate employees. However, like other programmes with similar objectives, joint governance provides little opportunity for real decision making power to employees. Wellins-Byham and Wilson (1991: 97) argued that in some joint governance programs, employees are involved at the shop floor levels in issues relating to production and equality. However, in this instance, rarely were these employees provided with any concrete decision making power. In some of the

programmes, employees were given advisory role which in few cases may confer them with an influential voice. But this is still far short of sharing decision making power which a full employee participation arrangement would imply.

Levine and Tyson (1990: 112) distinguished between consultative and substantive forms of participation. In consultative forms, employees provide information or advice, but management retains the right to make decisions. In more substantive participatory systems employees have greater autonomous control over methods and pace of work and make decisions that substantively affect the production process. This distinction between consultative and substantive forms of participation is what Rubenstein, Bennett, and Kochan, (1992:65) called "off-line versus "online" participation. These terms distinguish between employees who make suggestions to management through problem-solving groups off the job and employees who make decisions with respect to work tasks or quality control as part of their daily work responsibilities (Kester, Zammit, and Gold, 2002:45). Studies have also focused on the effect of employee participation on organizational performance (Kelly and Harrison. 1992: 65). These studies found that participation programs have positive, or in some cases, ambiguous effect on productivity.

Furthermore, employee participation and industrial relations practices may interact so that the sum of the effects on plant performance are stronger than the effects on the individual practices themselves (Cooke, 1994:32). Lastly, effects on productivity are expected to be greatest when the organization adopts a coherent system of work organization and industrial relations practices. (Zammit and Gold 2002). Democratic

participation is no longer primarily source between capital and labour, implying a win-lose game, but a common challenge, a win-win game that forces all parties to reconsider the rules of the game and the roles of the actors.

With respect to the status of employee participation in the developing world, Mankidy (2002:39) Kester and Schiphorst (2006:45) have argued that in these countries, labour relations are characterized by a break-up of existing patterns. In many of these countries, there is an increasing awareness that the labour relations produced in these countries are grossly defective. Trade unions are also seen as very weak in many of them. Lastly, on the ideological ground, collective bargaining is rejected because of its emphasis on the dependent wage labour position of the employee.

Kester and Thomas (2001:31) have demonstrated that there is a fast growing interest in the development of employee participation in developing countries. In their studies, they found one form of employee participation or the other in these countries.

In some cases, employee participation was introduced as an essential part of development strategy. For instance, in Tanzania, the idea of employee participation formed an important aspect of her socialist ideology. This is anchored on the notion of man centered development strategy.

In Nigeria, the institutionalization of employee participation within the nation's industrial relations system was championed by several scholars. Fashoyin (2002:56), Adewumi (2003:47) have suggested that employee participation in management decision

making represents a means of reducing industrial conflict, raising employees productivity and ensuring rapid socio-economic development.

Adewumi (2000:90) contended that the Nigerian Industrial relations system is guided by the underlying philosophy of industrial democracy. This implies the establishment of institutions and machineries through which management and employees meet on equal footing to discuss, consult and negotiate the terms and conditions of employment. In reiterating the principle of industrial democracy as the guiding spirit of Nigeria's industrial relations system, the National Labour Policy states; If management must participate in decisions for determining the share of the employee from the results of the co-operative use of labour and capital, then the employee is equally entitled to participate in the decisions relating to share of capital, namely, profit and indeed all decisions hitherto arrogated to itself by the employer or management relating to the whole organization and operation of the enterprise: determining objectives and policies, the relative share of the co-operating factors of production (Yusuf, 1992:46).

Adewumi (1993:76) argued that the only avenue for the realization of the objective of employee participation in management decision making in Nigeria is through the collective bargaining machinery. However it is evident that this machinery is very defective in Nigeria because of its restrictive nature. Consequently, such arrangement cannot confer effective participation right to the employees.

2.1.3 Concept of Employee Participation in Decision Making

Employee participation in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation (Mitchell, 2003: 89). Locke and Schweiger (2009: 29) define it as 'joint decision making' between managers and subordinates. According to Noah (2008: 65), it is a special form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the employees. It refers to the degree of employee's participation in a firm's strategic planning activities. A firm can have a high or low degree of employee participation. A high degree of participation (deep employee participation in decision making) means that all categories of employees are involved in the planning process. Conversely, a low degree of participation (shallow employee participation in decision making) indicates a fairly exclusive planning process which involves the top management only. (Barringer & Bleudom, 1999:27) A deep employee participation in decision making allows the influence of the frontline employees in the planning process. These are the people who are closest to the customer and who can facilitate new product and service recognition, a central element in the entrepreneurial process. This means that employee participation in the planning process surrounding the potential innovations may facilitate opportunity recognition throughout the organization (Kemelgor, 2002:42).

The attitudes that organizational results come from the top, that effective cultures are derived from the upper echelon, often tend to ignore the power and the contributions

of those at lower levels (Woodworth, 1986:76). Thus ignoring the importance of employee participation in decision making.

2.1.4 Employee Participation in Decision Making and Culture

However, one cannot write meaningfully about employee participation in decision making without embedding it within a national cultural context (Hofstede. 2001:79). Thus. Sagie and Aycan, (2003:56) propose a framework that links various types of POM to the cultural context. This framework was based on two dimensions, (i.e power distance and individualism-collectivism (I/C), as their link with PDM is strongest compared to other cultural dimensions (Heller 1998:47).

Power distance signifies how individuals regard power differentials within the society or firms (Menzel 2006: 161). It influences the degree to which participation is practiced. In high power distance culture, decision-making is perceived as a privilege of management, and participation is considered as an infringement to management prerogative. Hence, employees are not involved in decision-making. In contrast, in low power distance culture, everyone is perceived to have the potential to contribute to the decision-making process; in fact, everyone is assumed to have equal rights. As such, employees consider it their right to participate in decisions that concern those (Sagie & Aycan, 2003:201).

On the other hand, individualism collectivism help in identifying the person or group involved in making decisions. The individualism-collectivism continuum is the

extent to which an individual defines himself as either an independent agent or a part of the collective. Cultures high on individualism (or low in collectivism) emphasize the welfare, interests, and goals of the individual and his family. Each member in an individualistic culture is responsible for his actions. One's participation in decision making is not the business of everyone else. Conversely, cultures high on collectivism (or low in individualism) emphasize the group.

In collectivistic cultures the entire group may be held responsible for the actions of its individual members. Hence, no individual is allowed to make decisions alone without the approval of the entire group. According to Sagie and Aycan (2003: 108), the combination of the two-by-two power distance (low/medium versus high) and individualism (low/medium versus high) give rise to four approaches to Participation in Decision Making: face-to-face, collective, pseudo, and paternalistic participation.

Face-to-face PDM: The combination of high individualism and low power distance gives way to face-to-face interaction. Face-to-face PDM is a direct superior-subordinate interaction; thus, the employees rather than their representatives are involved in decision-making process. However, employees who are necessarily involved are those who possess the needed knowledge and information not possessed the superior. In other words, managers provide opportunities for participation on the basis of one's merits. Singh (2009:87)

Collective PDM: Low or medium individualism in combination with low or medium power distance gives rise to collective PDM. It signifies an indirect participation of

employees in the decision-making process through consultative committees. Work councils, or even the trade unions. Thus, it is an institutionalized participation of employees in decisions that are relevant to labour-management relations (Sagie & Aycan, 2003 : 119).

Paternalistic PDM: It emphasizes high power distance and low individualism. The paternalistic approach represents the relationship between a superior and his subordinate which is likened to the relationship between a father and child. The (superior) father figure' is assumed to know what is best for the subordinate. He is trusted and expected to make the right decisions. which would be to the benefit of the subordinates. The subordinates believe that the superior acts as their representative by taking their well-being and protection into consideration in the decision-making process. This implies that employees rarely take part in the work decisions. Parnell & C tau (2003:45)

Pseudo-PDM: Pseudo-PDM develops in a high individualistic and high power allure. This form of participation implies a directive management covered with a participation. Directive managers pretending to be participative cannot earn the employees' trust; rather, organization members are fully conscious of the disparity between the official democracy and actual dictatorship (Sagie & Aycan, 2003: 123).

2.1.5 Benefits of Employee Participation in Decision Making

There is an assumption held by many scholars and managers that if employees are adequately informed about matters concerning them and are afforded the opportunity to

make decisions relevant to their work, then there will be benefits for both the organization and the individual (Shadur 2009:59). Hence, the following are the benefits of employee participation in decision making:

1. It increases employee's morale or job satisfaction and enhances productive efficiency.
2. It provides employees the opportunity to use their private information. Which can lead to better decisions for the organization.
3. As a result of the incorporation of the ideas and information from employees, organizational flexibility, product quality, and productivity may improve.
4. It contributes to greater trust and a sense of control on the part of the employees.
5. Through employee participation, resources required to monitor employee compliance (e.g. supervision and work rules) can be minimized, hence reducing costs.
6. When employees are given the opportunities of contributing their ideas and suggestions in decision making, increased firms' performance may result since deep employee participation in decision making maximizes viewpoints and a diversity of perspectives.

On his part, Sashkin (2006:83) identifies four corresponding outcomes of employees' participation or participation in decision making:

1. Quality Improvement. Better information can clarify tasks goals, and bring about qualitatively better decisions.

2. Increase in employees' commitment and acceptance of decisions through a sense of "ownership" (having been involved in decision-making). This outcome increases the likelihood that goals will be effectively implemented.
3. Support of the participative approach and continuance of its effects overtime, due to learning through behavioral practice; this represents the behavioral process effect.
4. Increase adaptive capacity of the organization. Development of shared norms and values may result into more effective use of inter-dependency relations among organization members, through an organizational process based on collaboration, as opposed to win-lose conflict.

However, any potential benefits from greater employee participation in decision making require that employee interest be aligned with firm's interests (Ogden. 1992:89). Individual contingency factors which support or hinder participative decision-making have also been identified by Sashkin (1976: 121);

1. Participative decision-making is appropriate when sets of choices are clear, individuals show desire for greater desire for job participations, and several individuals can be given similar choice sets (that is, effort in developing choices does not render such a plan economically impractical) this would always be true when technology is low.
2. Participative decision-making may be useful in developing greater individual job responsibility.

- 3 Participative approach to decision making is inappropriate when choices are complex, difficult to define, and vary in no small way; when task interdependence is very high; when environmental change is rapid.

2.1.6 Relationship Between Employee Participation in Decision Making and Firms' Performance

There is growing evidence that firm performance rests increasingly on the participation of employees in decision making (Arthur, 2010: 48; Daft & Lewin, 2012:89). Scholars have argued that employee participation contributes to organizational efficiency because it has the capacity to enhance the quality of decision making by increasing the inputs and promotes commitment to the outcomes of the decision making process in the workplace (Miller & Monge, 2006: 228). According to Spreitzer (2007: 112), employees who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high performance. A significant relationship between frequency of employee's consultation and organisation commitment has also been established (Noah, 2008: 97).

While employee participation may reside at the core of many contemporary practices and research, the extent to which organizational-level performance gains are actually achieved through decentralizing decision-making authority to lower level employee remains unclear.

Latham (2004: 75) contend that there is much less research evidence for the value of employee participation on quality decision making. Scholars have also argued that employees' participation in decision making may primarily serve to make them feel good about their jobs and organizations but do little to increase firm's performance.

2.1.7 Empirical Evidence on Employee Participation in Decision Making

Despite a relatively high level of consensus about the importance of employee involvement, there have been sharply differing views about both the factors that determine it and the principal trends over time. The earliest research literature to focus on the trends in the scope for decision-making in the job focused on its implications for the quality of working life. Its main concern was with the way in which changes in managerial work practices and in the nature of production technologies heightened employee "alienation" at work (Friedmann 2006: 159). Strauss (2006: 39) said that participation is a process that allows employees to exercise some control over their work and the conditions under which they work. It encourages employees to participate in the process of making decisions, which have a direct impact on work environment. Substantial employee participation in management is vital for cross-functional integration and efficient working. Employee participation is a method where, a large number of subordinates share a degree of decision-making power with their superiors.

A study conducted by Topolnytsky (2002: 312) found a very strong positive-relation between affective commitment and employees' job involvement. Similar results

were also proven by Tonka in 2003 when he found that amongst Ducth Metal workers that employee involvement leads to more affective and normative commitment to the department as well as to the organization. Literature on direct participation reveals that direct participation in decision making is related with organizational commitment and organizational commitment is positively related to more favorable outcomes such as effort, coming on time, etc. Wallace, (2005: 87).

According to Cohen and Kirchmeyer (1995:100) support by organizations to their employees to participate usually plays a very vital role in enhancing employees' affective commitment. Whereas. Cox, Zagelmeyer and Marchington (2006: 135) found no support for the idea that the mere presence of employee involvement and participation is associated with positive employee perceptions of participation practices. It was also suggested by them that the number and mix of practices is the key issue in the participation and commitment relation. Research indicates that participation is not usually needed to gain commitment toward objectives but having employee participation in the planning can be an effective means of fostering commitment with the organization. Participation can be particularly helpful in developing plans for implementing goal. For these reasons managers often include subordinates in goal setting and in the subsequent planning of how to achieve the goal. It is observed that employee's commitment to the organization is strong among those whose leaders allow them to participate in decision making. The need for employees to be more involved in decisions that affect their work has been a center of argument in current management issues (Hales, 2000:97). Employee

participation programs are designed to deliver this involvement in their own right as well as those in which involvement is a necessary but not sufficient condition, such as total quality management (TQM), is frequently advocated by management consultants (Clutterbuck and Evans, 2004: 90).

Tor and Torger (2009: 76) said in their research study that there are a number of reasons for which direct employee participation should be arranged in strategic planning, e.g. information about the business strategy may increase employees' understanding of willingness and ability to work for business goals. Employees' participation in developing and implementing strategies can create ownership to organizational goals and to the practical means which they are invited to participate in developing. It also creates a feeling of belonging and pride and hence increases their commitment with the organization. Furthermore, employees' knowledge, experience and ideas may improve the business strategy and secure a good practical implementation. In the new forms of participation, often referred to "High Commitment Work Practices" (HCWP), both the form of participation arrangements and the degree of involvement can go from one extreme to the other: "no employee input" to organizational decisions, to "complete delegation" for a situation of employee control (Marchington 1992: 76).

Studies show that time may affect organizational and member's commitment to participation to decision making. Organizations and individuals involved in short-term participative decision making (PDM) may have less commitment than if the participative decision making continued over weeks or months. According to some researchers

organizations must take a long-term approach to implementing PDM because outcomes often will be nonexistent or negative in the short run. In addition, short-term PDM may indicate less commitment by the organization or, perhaps, a less positive attitude toward PDM. According to Strauss (2006:67) direct participation can be thought of in three dimensions. The first deals with the employee voice, second deals with the actual influence of employees have over decisions while the third deals with providing relevant information to employees.

Meyer and Allen (1994: 100) stated that organizational commitment is a psychological state that characterizes the employee's relationships with the organization has implications for the decision to continue membership in the organization. Other researchers use similar definitions that refer to an employee's attachment, goal congruency, identification, loyalty and allegiance to their organization. Researchers generally agree there are three concerns used to classify types of organizational commitment. The three types of commitment are affective, continuous, and normative commitment (Topolnytsky, 2002:212). The issue of organizational commitment within the private sector, has generally, received significant research focus over the past 30 years. The study revealed that the three forms of commitment are correlated but clearly different from one another as well as from job satisfaction, job participation, and commitment. Affective and continuous commitment generally correlated as expected with their hypothesized antecedent variables; no unique antecedents of normative commitment were identified. Normative commitment was also associated with desirable

outcomes, although not as strongly. Continuous commitment was unrelated or negatively related, to these outcomes Topolnytsky, (2002: 1 02). Marchington (1992:76) study of employee participation in the United Kingdom (UK) further supports these findings. They conducted 25 in-depth case studies involving 38 sites and concluded that employee involvement was typically management initiated with the intention of improving communication and enhancing organizational commitment.

2.2 Theoretical Framework

The human relations and participatory democratic theories are adopted to guide our study on employee participation in management decision making. The human relations theory stems from the understanding that the co-operation of employees is desirable for the attainment of the objectives of high productivity and industrial peace. It contends that employees 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 employee is to be perceived in terms of his membership of a social group rather as an individual.

Elton Mayo founded the Human Relations Movement. Experiments undertaken by Mayo took place at the Hawthorne plant in the USA during the 1930s. His work illustrated that if the company or managers took an interest in employees and cared for them, it had a positive effect on their motivation. When managers took a greater interest in employees they felt more valued and empowered. His work also showed that

employees often work best in teams. He also showed that they were more motivated if they were managed and consulted more. The Mayo principles are very much in line with Accredited Residential Manager (ARM) focus on developing its people as part of its business strategy. Employees at ARM work within learning and development teams. Information is shared and employees are viewed both as partners in the business and as internal customers.

Consequently, his behaviour is seen as a response to group norms rather than simply being directed by financial consideration,' Employees 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. For instance, Rosseau (1956:38) contended that through participation in decision making, individual sense of freedom is increased since it gives him a very real degree of control over the course of his life and structure of his environment.

Mills (1965:78) sees industry as an area where the individual could gain experience in the management of the collective just as he could in government. The theory views the political arena as a kind of market place in which individuals constantly attempt to maximize the benefits, minimize losses they could secure from the political

process. It assumes that man is selfish in the sense that each participant would be motivated by the desire to protect or enhance his own personal interest. The theory assumes that increase participation is likely to increase the feeling of political efficiency that ordinary citizens possess. This helps to increase the potential so that their actions can have effect on public policy and lead to a greater sense of control over their communal lives. In essence, greater participation in one sense of life leads to greater participation in other spheres i.e. the work place (Paternan, 1970:232).

2.3 Organization Context of the Study

The word civil is derived from an old French word "civil" means "relating to law" and directly from Latin word "civilis" which mean "relating to citizen" while the word service is derived from an old French word "servise" which mean "aids" the Nigerian civil service has its origins in organizations established by the British in colonial times. The Constitution provided for a parliamentary government for the country's three regions. Since then, various panel have studied and made recommendations for reforming of the civil service, including the margan commission of 1963, the adebo commission of 1972 and the udoji commission of 1972 to 1974. A major change occurred with adoptit in 1979 of a constitution modeled on that of the United States.

The civil service is mainly organized around the federal ministries, which comprises of establishment and record office, career management office, management services office, manpower development office, common services office and bureau of public service reforms

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter highlights the population of the study. The research instrument, the sources of data collection, data analysis techniques, statistical test employed to test the stated hypothesis as well as the decision rule obtained.

3.2 Research Design

The research design is a plan or blueprint that guides the researcher in the various stages of the research process. According to Yomere and Agbonifoh (2009:45), the research design refers to draw inferences concerning relationship among variables under investigation. It defines the population being studied, the sample size, the sampling method, the source data, the measurement procedures, questionnaire design and data collection method. To this end, the survey research design was adopted in this study.

3.3 Population of Study

This refers to a description of the population or universe of interest in the study. It is made up of the entire universe to which the research finding would be generalized upon. It is the totality of the objects or elements being studied and to which the conclusion or generalization of our results will apply (Yomere and Agbonifoh 2009:45). The population of this research work is the entire staff of Nigeria civil service

3.4 Sample Size

The sample of this study is restricted to Nigerian civil service in Edo State, Benin civil service, the staff includes the top manager, middle manager and the low level manager, etc. the total sample of this research is 100, from which empirical findings and conclusion will be drawn or made.

3.5 Sampling Technique

A sample is the fraction of the population; sampling is a technique or a method of selection of samples. The researcher in carrying out this research adopted the most appropriate sampling technique for research that is the simple random technique.

3.6 The Research Instrument

The research instrument for this study is the 5-scales likert-type questionnaire. It is a special type of multiple choice questions suitable for obtaining the respondents, evaluation assessment of an object.

The likert-type question indicates the extent to which the respondents agree or disagree with a given statement. The answer range from strongly agreed. Agreed. Undecided, disagreed slightly and strongly disagreed. In the study 100 questionnaires are administered to management and non-management staff of the Nigeria National Petroleum Corporation (NNPC).

3.7 Method of Data Analysis

The data obtained for this study will be presented in tabular form and analyzed by the use of simple percentage to enhance quick and easy understanding. In testing the stated hypotheses in Chapter one of this study, Z-test will be used to test the hypotheses.

According to Anyiwe (2011), the use oft-test is always used by the fact that if our number of observation (n) is less than 30 i.e. $n < 30$. But we use Z-test when the number of observations is greater and equal to 30 i.e. $n \geq 30$. Thus, the Z-test will be carried out at 0.05 (5%) level of significance.

The formula is stated below:

$$Z = \frac{x - np}{\sqrt{np(1 - p)}}$$

Where:

- Z = Symbol used to denote z-test
- x = number of positive response received
- n = number of response analyzed
- p = critical value of the level of significance

The level of significance used in this test is 5% or 0.05.

Decision rule: If the calculated value of Z is greater than Z, at table value, we reject the null hypothesis and accept the alternative hypothesis.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

One of the stages of research is the gathering of data for analysis and this result in large volume of statistical information which is mostly in its raw state. In order to use the data for the purpose of the research, they have to be reduced to manageable dimension. This and among others things is what this chapter seeks to achieve.

This study examines the impact of employee participation in decision making and organizational productivity. Questionnaires were administered to management staff and non-management staff of the Edo state civil service to elicit response that guide the researcher in testing the hypothesis raised in the chapter one of this study.

The results will be presented in two ways. The first shall be the analysis of the descriptive statistics and the second part will involve the use of Z-test to test the hypotheses stated earlier in this study.

4.2 Descriptive Statistics

This involves the use of tables to analyze the responses of respondents and their respective percentages. Out of one hundred (100) questionnaires administered only 80 were retrieved from the respondents. This represents 80% (percent) response.

These are analyzed

Table: 4.1: Sex Distributions of the Respondents.

Sex	Number	Percentage
Male	57	72
Female	23	28
Total	80	100

Source: Field study, 2023

Table: 4.1 above shows that 71.25% of the respondents were males and 28.75% females.

Table: 4.2: Sex Distributions of the Respondents.

Qualification	Number	Percentage
SSCE/WASC	8	10
OND/Diploma	16	20
HND/1 st Degree	40	50
2 nd Degree	12	15
Ph.D	4	5
Total	80	100

Source: Field study, 2023

From the table above, 10% of the respondents possess SSCE/W AEC, 20% holds OND/Diploma, 50% are HND/1stdegree holders, and 15% possess 2nd degree, while only 5% holds Ph.D.

Table: 4.3: Working Experience

Qualification	Number	Percentage
0 – 5years	8	10
6 – 10years	16	20
11 - 15 years	40	50
16 - 20 years	12	15
21 – years and above	4	5
Total	80	100

Source: Field study, 2023

Table: 4.4: Marital Status

Qualification	Number	Percentage
Single	40	50
Married	16	20
Divorced	8	10
Widow/widower	12	15
Total	80	100

Source: Field study, 2023

Table: 4.5: Position in the Organization

Qualification	Number	Percentage
Management Staff	30	10
Non-management Staff	50	70
Total	80	100

Source: Field study, 2023

SECTION B:

Table 4.6:

Question 1: Employees in Nigeria are adequately informed of the concept of employee participation in decision making.

	No	%
Agreed strongly	40	50
Agreed slightly	16	20
Undecided	8	10
Disagree slightly	12	15
Disagree strongly	4	5
Total	80	100

Source: Field study, 2023

From the responses, 50% of the respondents agreed strongly that Employees in Nigeria are adequately inform of the concept of employee participation in decision making, 25% Agreed slightly, 10% were undecided, 15% disagreed slightly while 5% disagreed strongly to it.

Table 4.7

Question 2: Employees' participation in developing and implementing strategies can creates ownership to organizational goals

	No	%
Agreed strongly	40	50
Agreed slightly	16	20
Undecided	8	10
Disagree slightly	12	15
Disagree strongly	4	5
Total	80	100

Source: Field study, 2023

From the responses, 50% of the respondents agreed strongly that employees' participation in developing and implementing strategies can creates ownership to organizational goals, 25% Agreed slightly, 10% were undecided, 15% disagreed slightly while 5% disagreed strongly to it.

Table 4.8

Question 3: Job position influences employee participation in management decision making

	No	%
Agreed strongly	34	42.5
Agreed slightly	14	17.5
Undecided	10	12.5
Disagree slightly	12	15
Disagree strongly	10	12.5
Total	80	100

Source: Field study, 2023.

From the response above, 42.5% agreed strongly that job position influences employee participation in management decision making, 17.5% Agreed slightly. 12.5% were undecided. 15% disagreed slightly while 12.5% disagreed strongly to it.

Table 4.9

Question 4: There is a significant relationship between employee participation in decision making and organizational productivity.

RESPONSE	NUMBER	PERCENTAGE (%)
Agreed strongly	27	31
Agreed slightly	29	34
Undecided	6	9
Disagree slightly	14	20
Disagree strongly	4	6
Total	80	100

Source: Field study, 2023.

31 % respondents agreed strongly to the response that there is a significant relationship between employee participation in decision making and organizational productivity, 34% agreed slightly, 9% were undecided, 20% disagreed slightly while 6% of the respondents disagreed strongly to it.

Table 4.10

Question 5: The denial of employees' active participation in decision making is one of the major causes of the problems which are manifested daily in the work lives of the modern employees

	No	%
Agreed strongly	38	47.5
Agreed slightly	22	25.5
Undecided	6	7.5
Disagree slightly	10	12.5
Disagree strongly	4	5
Total	80	100

Source: Field study, 2023.

38% of the respondents agreed strongly, 22% agreed slightly, 6% were undecided about it, 10% of the respondents disagreed slightly, while 4% also disagreed strongly that. The denial of employees' active participation in decision making is one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

TABLE 4.11**Question 6:** Age is a major determinant of employee participation in management

	No	%
Agreed strongly	40	50
Agreed slightly	18	22.5
Undecided	8	10
Disagree slightly	4	5
Disagree strongly	10	12.5
Total	80	100

Source: Field study, 2023.

The table depicts that 50% of the respondents agreed strongly, 22.5% agreed slightly, 10% were undecided, 5% disagreed slightly while 12.5% disagreed strongly that age is a major determinant of employee participation in management decision making.

Table 4.12**Question 7:** There is a significant relationship between level of education and employees' participation in decision making

	No	%
Agreed strongly	38	47.5
Agreed slightly	22	25.5
Undecided	6	7.5
Disagree slightly	10	12.5
Disagree strongly	4	5
Total	80	100

Source: Field study, 2023.

The table above depicts that 47.5% of the respondents agreed strongly, 25.5% agreed slightly, 7.5% were undecided, 12.5% disagreed slightly while 5% disagreed strongly that there is a significant relationship between level of education and employees' participation in decision making.

Table 4.13

Question 8: Employee participation is typically management initiative with the intention of improving communication and enhancing organizational commitment

RESPONSE	NUMBER	PERCENTAGE (%)
Agreed strongly	27	31
Agreed slightly	29	34
Undecided	6	9
Disagree slightly	14	20
Disagree strongly	4	6
Total	80	100

Source: Field study, 2023

31 % respondents agreed strongly to the response that employee participation is typically management initiative with the intention of improving communication and enhancing organizational commitment, 34% agreed slightly, 9% were undecided. 20% disagreed slightly while 6% of the respondents disagreed strongly to it.

Table 4.14

Question 9: Employee in your organization participates in the decision making in administration of social facilities

	No	%
Agreed strongly	36	47
Agreed slightly	12	15
Undecided	4	5
Disagree slightly	20	25
Disagree strongly	8	10
Total	80	100

Source: Field study, 2023.

The table above depicts that 45% of the respondents agreed strongly, 15% agreed slightly, 5% were undecided, 25% disagreed slightly while 10% disagreed strongly that employee in your organization participates in the decision making in administration of social facilities.

Table 4.15

Question 10: There is a significant difference between the performance of firms whose employees' participation .in decision making are (deep) high and the performance of firms whose employees' involvement in decision making are (shallow) low.

	No	%
Agreed strongly	44	55
Agreed slightly	40	25
Undecided	2	2.5
Disagree slightly	8	10
Disagree strongly	6	7.5
Total	80	100

Source: Field study, 2023.

From the table above, 55% of the respondents agreed strongly, 2.5% agreed slightly, 2.5% were undecided, 10% disagreed slightly while 7.5% disagreed strongly that there is a significant difference between the performance of firms whose employees' participation in decision making are (deep) high and the performance of firms whose employees' involvement in decision making are (shallow) low.

Table 4.16

Question 11: Time may affect organizational and member's commitment to participation to decision making

	No	%
Agreed strongly	38	55
Agreed slightly	22	25
Undecided	6	2.5
Disagree slightly	10	10
Disagree strongly	4	7.5
Total	80	100

Source: Field study, 2023.

From the table above, 55% of the respondents agreed strongly, 2.5% agreed slightly, 2.5% were undecided, 10% disagreed slightly while 7.5% disagreed strongly that time may affect organizational and member's commitment to participation to decision making.

Table 4.17

Question 12: Employee participation in decision making increases employee's morale or job satisfaction and enhances productive efficiency

	No	%
Agreed strongly	42	52.5
Agreed slightly	22	27.5
Undecided	6	7.5
Disagree slightly	6	7.5
Disagree strongly	4	5
Total	80	100

Source: Field study, 2023.

The table above depicts that 52.5% of the respondents agreed strongly, 27.5% agreed slightly, 7.5% were undecided, 7.5% disagreed slightly while 5% disagreed strongly that employee participation in decision making increases employee's morale or job satisfaction and enhances productive efficiency.

Table 4.18

Question 13: Employee participation in decision making provides employees the opportunity to use their private information, which can lead to better decisions for the organization.

	No	%
Agreed strongly	8	10
Agreed slightly	6	7.5
Undecided	4	5
Disagree slightly	48	60
Disagree strongly	14	17.5
Total	80	100

Source: Field study, 2023.

60% of the respondents disagreed slightly, 7.5% disagreed strongly. 5% were undecided, 7.5% agreed slightly while 10% agreed strongly that employee participation in decision making provides employees the opportunity to use their private information, which can lead to better decisions for the organization.

Table 4.19

Question 14: Employee participation in decision making contributes to greater trust and a sense of control on the part of the employees

	No	%
Agreed strongly	30	37.5
Agreed slightly	24	30
Undecided	8	10
Disagree slightly	10	12.5
Disagree strongly	8	10
Total	80	100

Source: Field study, 2023.

37.5% of the respondents agreed strongly 30% agreed slightly. 10% were undecided, 12.5% disagreed slightly while 10% disagreed strongly that employee participation in decision making contributes to greater trust and a sense of control on the part of the employees.

Table 4.20

Question 15: When employees are given the opportunities of contributing their ideas and suggestions in decision making; increased firms' performance may result since deep employee involvement in decision making maximizes viewpoints and a diversity of perspectives

	No	%
Agreed strongly	36	45
Agreed slightly	22	27
Undecided	12	15
Disagree slightly	6	7.5
Disagree strongly	4	5
Total	80	100

Source: *Field study, 2023.*

The table above revealed that 45% of the respondents agreed strongly, 27.5% agreed slightly, 15% were undecided, 7.5% disagreed slightly while 5% disagreed strongly that when employees are given the opportunities of contributing their ideas and suggestions in decision making, increased firms' performance may result since deep employee involvement in decision making maximizes viewpoints and a diversity of perspectives.

4.3 Test of Hypothesis

The Binomial (Z) test was used to test the claims made by the researcher in this study. In this research work, three (3) hypotheses were formulated in chapter one which are now being tested with the use of the Z-test statistical technique.

The formula is stated below:

$$Z = \frac{x - np_0}{\sqrt{np_0(1-p_0)}}$$

Where:

Z = Symbol used to denote z-test

x = number of positive response received

n = number of response analyzed

p₀ = critical value of the level of significance

The level of significance used in this test is 5% or 0.05.

Decision rule:

If the calculated value of Z is greater than Z_α, at table value, we reject the null hypothesis and accept the alternative hypothesis.

4.3.1 Hypothesis One

H₀: There is no significant relationship between employee participation in decision making and organizational productivity.

H₁: There is a significant relationship between employee participation in decision making and organizational productivity.

In analyzing the above hypothesis, question four (4) of the questionnaire was used.

Q.4: There is a significant relationship between employee participation in decision making and organizational productivity.

Table 4.3.1: Analysis of Respondents

RESPONSE	NUMBER	PERCENTAGE (%)
Agreed strongly	27	31
Agreed slightly	29	34
Undecided	6	9
Disagree slightly	14	20
Disagree strongly	4	6
Total	80	100

Source: Field study, 2023.

Using Binomial P, the null hypothesis (Ho) as regarding the above table is tested using one tail test as follows:

$$H_0: P \leq 0.5$$

$$H_i: P > 0.5$$

Zeal is computed using

$$Z = \frac{x - np_0}{\sqrt{np_0(1-p_0)}}$$

$$Z = \frac{56 - 40}{\sqrt{40 \times 0.05}}$$

$$Z = \frac{16}{\sqrt{20}}$$

$$Z = \frac{16}{4.472}$$

$$Z \text{ Cal} = \underline{\underline{3.578}}$$

Decision

Since Z_{cal} is 3.578 is greater than Z value at 5% which is 1.645, we accept the alternative hypothesis which states that there is a significant relationship between employee participation in decision making and organizational productivity, since reject the null hypothesis.

4.3.2 Hypothesis Two

H_0 : There is no significant relationship between level of education and employees' participation in decision making.

H_1 : There is a significant relationship between level of education and employees' participation in decision making.

In analyzing the above hypothesis, question eight (8) of the questionnaire was used.

Q7: There is a significant relationship between level of education and employees' participation in decision making.

Table 4.3. Analysis of Respondents

RESPONSE	NUMBER	PERCENTAGE (%)
Agreed strongly	38	47.5
Agreed slightly	22	25.5
Undecided	6	7.5
Disagree slightly	10	12.5
Disagree strongly	4	5
Total	80	100

Source: Field study, 2023.

However, using the Binomial P, the null hypothesis (H0) as regards the above table is tested using one tail test as follows.

$$H_0: P \leq 0.5$$

$$H_i: P > 0.5$$

Zcal is computed using

$$Z = \frac{x - np_0}{\sqrt{np_0(1-p_0)}}$$

$$Z = \frac{60 - 80 \times 0.5}{\sqrt{80 \times 0.5(1-0.5)}}$$

$$Z = \frac{60 - 40}{\sqrt{40 \times 0.5}}$$

$$Z = \frac{20}{\sqrt{20}}$$

$$Z = \sqrt{4.47}$$

$$Z_{Cal} = \underline{\underline{4.47}}$$

Decision:

Since Z-cal is 4.47 is greater than Z value at 5% which is 1.645, we accept the alternative hypothesis which state that there is a significant relationship between level of education and employees' participation in decision making.

Hypothesis Three

H₀: The denial of employees' active participation in decision making is not one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

H₁: The denial of employees' active participation in decision making is one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

In analyzing the hypothesis, question five (5) in the questionnaire was used.

Q.5: The denial of employees' active participation in decision making is one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

Table 4.3.4: Analysis of Respondents

RESPONSE	NUMBER	PERCENTAGE (%)
Agreed strongly	38	47.5
Agreed slightly	22	25.5
Undecided	6	7.5
Disagree slightly	10	12.5
Disagree strongly	4	5
Total	80	100

Source: Field study, 2023.

However, using the Binomial P, the null hypothesis (H₀) as regards the above table is tested using one tail test as follows.

$$H_0: P \leq 0.5$$

$$H_1: P > 0.5$$

Z-cal is computed using

$$Z = \frac{x - np_0}{\sqrt{np_0(1-p_0)}}$$

$$Z = \frac{60 - 80 \times 0.5}{\sqrt{80 \times 0.5(1-0.5)}}$$

$$Z = \frac{60 - 40}{\sqrt{40 \times 0.5}}$$

$$Z = \frac{20}{\sqrt{20}}$$

$$Z = \sqrt{4.47}$$

$$Z \text{ Cal} = \underline{\underline{4.47}}$$

Decision:

Since Z-cal is 4.47 is greater than Z value at 5% which is 1.645. We reject the null hypothesis and accept the alternative hypothesis which state that. The denial of employees' active participation in decision making is one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This study was carried out to evaluate impact of employee participation in decision making and organizational productivity. In this section, the study will discuss the summary of the finding, conclusions and recommendations.

5.2 Summary of Findings

Based on the statistical test (Z- Test) used in the testing of the hypotheses. It was observed that,

1. There is a significant relationship between employee participation in decision making and organizational productivity.
2. There is a significant relationship between level of education and employees' participation in decision making.
3. The denial of employees' active participation in decision making is one of the major causes of the problems which are manifested daily in the work lives of the modern employees.

5.3 Conclusion

The study contributes intercultural human resource management issue like employee participation. Empirical evidence appears to support the view that practices like employee participation can influence the forms of organizational commitment.

Organizations interested in their growth and in highly committed work force must involve their employees in decision making process. Those organizations, which make effective use of HRM practices on a wider scale, can generate higher returns. Some time it happens that what employees knows, managements don't knows that. It is always true that employer cannot implement all the types employee participation techniques immediately, it never work. Organizations had to implement them one by one so that employee can trust their employer. The research provides proofs for the organizations that whenever the workforce is not involved in their organization, commitment is adversely impacted. When an employee is not committed with the company, there are multiple effects. The first is the loss of that person's skills and knowledge. The second is the loss of productivity of the organization. The third is the financial impact of replacing that individual. The fourth is the impact on employee morale; depending on the reason the employee left the company.

The conclusion also suggested that management might be able to increase the level of commitment in the organization by increasing contribution of employees within the organization. One way of addressing this could be by increasing the interactions with employees in staff meetings and increasing guided discussions of topics related to these issues. Employees could be interviewed to determine their perceptions of management's ability to address these issues. Changes in organizational variables, such as employee contribution in policy development, and better work environment could then be made in an effort to increase organizational commitment.

5.4 Recommendations

The current obstacles against effective, workers participation in decision making in Nigeria could be tackled through;

- (1) Enlightenment program for workers on their rights to seize the opportunity of participation in decision making.
- (2) Provision of monetary and other incentives for workers to encourage them sustain the current interest in participation.
- (3) Liberalizing management structure so as to allow for greater workers participation, and lastly,
- (4) Training programmes for workers in management functions as a way of properly equipping them on their decision making role.

REFERENCES

- Adewumi, F. (1993), "Industrial Relations Economic Development and Democracy: A Preliminary Note", (Pp. 59-82) in E. F. Osuii (ed.), *Challenges Facing Industrial Relation in Nigeria in the Context of Emerging New Economic and Political Order*, Department of Adult Education University of Ibadan, Ibadan. Nigeria.
- Adewumi, F. (1993), "Industrial Relations Economic Development and Democracy: A Preliminary Note", (Pp. 59-82) in E.F. Osujj (ed.), *Challenges Facing Industrial Relation in Nigeria in the Context of Emerging New Economic and Political Order*. Department of Adult Education University of Ibadan, Ibadan. Nigeria.
- Adu'Amankwah, K. and G. Kester. (Eds.) (1999), *How to Make Democratic Participation a Success: An Africans Trade Union Challenge*. Rotterdam: Textua.
- Arthur, J.B. (1994), Effects of Human Resource Systems on Manufacturing Performance and Turnover. *Academy of Management Journal*, 37: 670-687.
- Barringer, B. R, & Bluedorn, A. C. (1999), The Relationship between COrporate Entrepreneurship and Strategic Management. *Strategic Management Journal*, 20: 421-444.
- Bordens, S.K, & Abbott, B.B. (2002), *Research Design and Methods: A Process Approach* (5th ed.) New York: MCGraw-Hill.
- Chang, G. S., & Lorenzi, P. (1983), The Effects of Participative versus Assigned Goal Setting on Intrinsic Motivation. *Journal of Management*, 9: 55-64.
- Clutterbuck, (1994), "The Power of Empowerment ", London: Kogan Page.
- Cohen, Kirchmeyer, (1995). "A Multidimensional Approach to the Relation between Organizational Commitment and Non-work Participation", *Journal of Vocational Behavior*, Vol: 46, pp: 189-202.
- Cohen, S., Chang, L, & I.edford, G. (1997) A Hierarchical Construct of Self-management leadership and its Relationship to Quality of Work Life and Perceived Work Group Effectiveness. *Personnel Psychology*, 50: 275-308.
- Cooper, D. R, & Schindler, P.S. (2001). *Business Research Methods* (7th ed). New York: MCGraW-Hill companies.

- Cowton, C. J. (1998), The use of Secondary Data in Business Ethics Research. *Journal of Business Ethics*, 17: 423-434.
- Cox, Zagelmeyer, Marchington, (2006), "Embedding employee involvement and participation at work". *Human Resource Management Journal*, Vol: 16. No: 3. pp: 250-267.
- Cutcher-Gershenfeld, J. (1991), "Recent Developments in U.S. Employee Involvement Initiatives: Erosion or Diffusion", (Pp. 1-32) in D. Sockell et al. (eds.), *Advances in Industrial and Labour Relations*. CT: JAI Press.
- Daft, R. L., & Lewin, A. Y. (1993), What are the Theories for the 'New' Organizational Forms? An Editorial Essay. *Organizational Science*, 4: 1-4.
- David, F. (2005), *Strategic management: Concepts and cases*. (10th ed.). New Jersey: Pearson Prentice Hall.
- Dean, Evans, (1994), "Total Quality: Management", *Organization and Strategy*. St. Paul, Minnesota: West.
- Denison, D. R. & Mishra, A. K. (1995), Toward a Theory of Organization Culture and Effectiveness. *Organization Science*, 6: 204-223.
- Dunlop, J. (1958), *Industrial Relations System*. New York: Holt.
- Emory, C. W. & Cooper, D.R. (1991), *Business Research Methods* (4th Ed.) Illinois: Richard D. Irwin Inc.
- Fashoyin, T. (1992), *Industrial Relations and African Development*. New Delhi: South Asian Publishing Ltd.
- Freeman, R.B and J. Rogers (1993), "Who speaks for us? Employee Representation in a non-union Labour Market", (Pp. 13-80) in B.B Kaufman and M. M. Kleiner (eds.), *Employee Representation: Alternative and Future Directions*. IRRA Series.
- Friedmann. (1946). "Human Problems of the Industrial Mechanization ", Paris:
- Gallimard. Hales, (2000), "Management and Empowerment Programs". *Work, Employment and Society*, Vol: 14, No: 3, pp: 501-519.
- Heisler, W.Y. & J. W. Hucks. (1977), *A Matter of Dignity: Inquires into the Humanization of Work* Notre Dam London: University of Notre Dam.

- Heller, F.A., Pusic, E., Strauss, G., & Wilpert, B. (1998), *Organizational Participation: Myth and Reality*. New York: Oxford University Press.
- Hewitt, P. (2002), *High Performance Workplaces: The Role of Employee Involvement in a Modern Economy*.
- Imaga, E. U. (1994). *Industrial Democracy in the Third World: A Study of Nigeria and India*, New Delhi: South Asian Publishers.
- Iwugo, K. O, D'Arcy, & Andoh, R. (2003), *Aspects of Land-Based Pollution of an African Coastal Megacity of Lagos*, Diffuse Pollution Conference, Dublin.
- Jabroun, N. & Balakrishnan, V. (2000), Participation and job performance in the Malaysian public service department. *International Journal of Commerce and Management*, 10(3/4), 56-66.
- Kamal, Yasir, Hanif, Fawad, (2009), "Pay and Job Satisfaction: A Comparative Analysis of Different Pakistani Commercial Banks", MPRA Paper No. 16059.
- Kelley, M.R. & B. Harrison. (1992), "Unions, Technology and Labour Management co-operation", in L. Mishel and P.B. Voos (eds.), *Unions and Economic Competitiveness*. Armonk N. Y.: M.E. Sharpe.
- Kemelgor, B.H. (2002), *A Comparative Analysis of Corporate Entrepreneurial Orientation between Selected Firms in the Netherlands and the U.S.A. Entrepreneurship and Regional Development*.
- Kerlinger, F. N. (1973), *Foundations of Behavioural Research*, New York: Holt, Rinehart and Winston, Inc.
- Kester, G. & H. Pinaud. (Eds.) (1996), *Trade Unions and democratic Participation in Europe*. Aldershot: A vebury Press.
- Kester, G. & F. Schiphorst. (1986), *Workers Participation, Trade Union Policy and Development*. The Hague: Institute of Social Studies.
- Kester, G. & I. Thomas.(1981), *Industrial Democracy and Development*. The Hague: Institute of Social Studies.
- Kester, G., Zammit, E. and Gold, M. (2002), "New Frontiers of Democratic Participation at Work." Paper delivered at the 11th Conference of the International Association for the Economics of Participation (IAFEP, Catholic University of Brussels).

- Khandwalla, R.N. (1995), *The Management Style*. New Delhi: McGraw-Hili Companies Inc.
- Kingir, S., & Mesci, M. (2010), Factors that affect Hotel Employees Motivation the case of Bodrum, *Serbian Journal of Management*, 5(1)
- Lam, M.N. (1986), Forms of Participation: A Comparison of Preferences between Chinese Americans and American Canadians. *Canadian Journal of Administrative Science*.
- Latham, G.P., Winters, D.C., & Locke, E.A. (1994), Cognitive and Motivational Effects of Participation: A Mediator Study. *Journal of Organizational Behaviour*.
- Lawler, (1986), "High-Involvement Management: Participative Strategies for Improving Organizational Performance", San Francisco: Jossey-Bass.
- Levine, D. & L. Tyson. (1990), "Participation, productivity and the firm's Environment", in A. Blinder (ed.), *Paying for Productivity: A Look at the Evidence*. Washington D.C: Brooklings Institute.
- Li, L., Tse, C., & Gu., B. Y. (2006), *The Relationship between Strategic Planning and Entrepreneurial Business Orientation*. The Chinese Economy.
- Locke, E.A., & Schweiger, D. M. (1979), *Participation in Decision-making: One More Look*. Research in Organizational Behaviour.
- MacGregor, D. (1960), *The Human Side of Enterprises*. New York; Mcgraw Hill. Press
- Mankidy, J. (1984), "Employee Involved decision making in India: Retrospect and Prospect." *Labour and Society*.
- Marchington, Goodman, Wilkinson, Ackers, (2002), "New Developments in Employee Involvement", Employment Department Research Paper Series, No: 2, London: HMSO.
- Markey, R. (2006), *The Internalization of Representative Employee Participation and its Impact in the Asia Pacific*. *Asia Pacific Journal of Human Resources*"
- Maslow, A.R.(1964), *Motivation and Personality*. New York: Harper and Row. Menzel, RC., Krauss, R., Ulijn, J.M., & Weggerman, M. (2006), *Developing Characteristics of an Intrapreneurship Supportive Culture*. Eindhoven Centre for Innovation Studies, the Netherlands Working Paper 06.10

- Meyer, Allen, (1997), "Commitment in the Workplace. Theory, Research and Application", London: Sage.
- Miller, K.L., & Monge, P.R. (1986), Participation, Satisfaction, and Productivity: A Meta-analytical Review. *Academy of Management Journal*.
- Mills, T. (1977), "Leadership from Abroad: European Development in Industrial Democracy", in W.D. Hesler and J.W. Houks (eds.). *A Matter of Dignity Inquires into the Humanization of Work*. University of Notre dame press, London.
- Mitchell T. R. (1973), Motivation and participation: an integration. *Academy of Management Journal*.
- Noah, Y. (2008), A Study of Worker Participation in Management Decision Making Within Selected Establishments in Lagos, Nigeria. *Journal of Social Science*.
- Ogden, S. (1992), The Limits of Employee Involvement: Profit Sharing and Disclosure of Information. *Journal of Management Studies*. University of Ibadan.
- Osterman, Paul. (1994), "How Common Is Workplace Transformation and How Can We Explain Who Adopts It' *Industrial and Labor Relations Review*.
- Parnell, J. & Crandall. W. R. (2003), Propensity for participative decision-making. Job satisfaction. Organisational commitment, organisational citizenship behaviour and intentions to leave among Egyptian managers. *The Multinational Business Review*.
- Pateman, C. (1970), *Participation and Democratic Theory*. New York; Cambridge University Press.
- Paul, R. J., Niehoff, B. P. & Turnley, W. H. (2000), Empowerment, expectations and the psychological contract: Managing the dilemmas and gaining the advantages. *Journal o/Socio-Economics*. Vol. 2(1), New Jersey.
- Poole, Lansbury, Wailes (2001), "A Comparative Analysis of Developments in. Industrial Democracy: A Comparative Analysis", *Industrial Relations*. New Delhi.
- Preuss, G. A., & Lautsch, (2002), The Effect of Formal versus Informal Job Security on Employee Involvement Programs. *Industrial Relations*. New York.
- Randall, (1990), "The Consequences of Organizational Commitment: Methodological Investigation", *Journal of Organizational Behavior*.

- Richardson, M., Stewart, P., Danford, A., Tailby, S., & Upchurch, M. (2004), 'Employees' Experience of Workplace Partnership". New Jersey
- Rosseau, J. J. (1956), *The Social Contract*. London; Penguin Books.
- Sagie, A., & Aycan, Z. (2003), *A Cross-Cultural Analysis of Participative Decision Making in Organizations*. Human Relations
- Sashkin, (1976), "Changing Toward Participative Management Approaches: A Model and Methods", *Academy of Management Review*.
- Saunders, M., Lewis, P., & Thornhill, A. (2003), *Research Methods for Business students* (3rd ed) England: Pitman Publishing Co.
- Shadur, M. A., Kienzle, R., & Rodwell, J.J. (1999), *The Relationship between Organizational Climate and Employee Perceptions of Involvement: The Importance of support, Group and Organization Management*. New York.
- Simon, S. (2002), *Descriptive Statistics*, online version in www.childrensmc.org www.people.ex.ac.uk, 11103/2015.
- Singh, (2009), "A Study on Employee Participation in Decision Making". *Unitar Journal*.
- Soderbom, M., & Teal, F. (2002), *The Performance of Nigerian Manufacturing firms: Report on the Nigerian Manufacturing Enterprise Survey 2001*. United Nations Industrial Development Organization (UNIDO) and centre for the study of African economies, Department of Economics, University of Oxford.
- Spreitzer, G.M. Kizilos, M., & Nason, S. (1997), *A Dimensional Analysis of Empowerment in Relation to Performance, Job Satisfaction, and Job-related Strain*. *Journal of Management*. New York.
- Spreitzer, G.M., & Mishra, A.K. (1999), *Giving UP Control Without Losing Control: Effects on Managers' Involving Employees in Decision Making*. *Group and Organization Management*. New Jersey
- Strauss, George, (1998), "An Overview in Organizational Participation: Myth and Reality" Oxford. England: Oxford. University Press.
- Strauss (2006), "Worker Participation: Some Under-Considered Issues". *Industrial Relations: A Journal of Economy and Society*.

- Topolnytsky et al., (2002), "Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates. and Consequences", *Journal of Vocational Behavior*.
- Tor, Torger, (1999), "The Enterprise Development: Direct Employee Participation in Strategic Planning", *Total Quality Management*. New Delhi.
- Tybout, J.R (2000), *Manufacturing firms in developing countries; how well they do, and why?* *Journal of Economic Literature*. New York.
- Verma, R. K. & P. R. Syha (1991), *Workers Participation in Management*. New Delhi: Oxford Publication Co.
- Wagner, J. A. (1994). *Participation's Effects on Performance and Satisfaction: A Reconsideration of the Research Evidence*. *Academy of Management Review*.
- Wallace, (1995), "Corporatist Control and Organizational Commitment among Professionals: The Case of Lawyers Working in Law Firms". *Social Forces*. New York.
- Weiler, P.C. (1993), "Governing the workplace: Employee Representation in the eyes of the Law", *Employee Representative: Alternative and Future Directions IRRA-Research Association Series*.
- Wellins, R.S., W. C. Byham & J. M. Wilson. (1991), *Empowered Teams*. San Francisco: Josseo-Bass.
- Williamson, M. G. (2008), *The Effects of Expanding Employee Decision Making on Contributions to Firm Value in an Informal Reward Environment*. *Contemporary Accounting Research*.
- Witte, J.F. (1980), *Democracy, Authority, and Alienation in Work: Workers' Participation in an American Corporation*. Chicago: University of Chicago Press.
- Woodworth, W.P. (1986), *Managing From Below*. *Journal of Management*. New Jersey.
- Yesufu, T. M. (1984), *The Dynamic of Industrial Relations: The Nigerian Experience*. Ibadan: Ibadan University Press.
- Zivkovic, Z., Mihajlovic, I., Prvulovic, S. (2009), *Developing Motivational Model as a Strategy for HRM in Small Enterprises under Transitional Economy*. *Serbian Journal of Management*.

APPENDIX

**DEPARTMENT OF PUBLIC ADMINISTRATION,
FACULTY OF SOCIAL STUDIES,
UNIVERSITY OF BENIN
BENIN CITY**

Dear Sir/Madam,

**REQUEST FOR YOUR COOPERATION IN COMPLETING THIS
QUESTIONNAIRE**

I am a final year student of the above named Institution and as part of the requirement for academic program of an award of Bachelor of Science (B.Sc) in Public Administration, I am conducting a research titled: " Decision Making and Organizational Productivity", your personality/corporation has been selected as the samples to use in this study.

I wish to appeal to you to assist this study by kindly sparing a few minutes to complete this questionnaire to the best of your knowledge. You are not required to disclose your identity. I also wish to assure you that your answers will be treated in strict confidence and only for academic purpose.

Thanks for your co-operation.

Omineanaomie EMMANUEL

QUESTIONNAIRE

SECTION A

INSTRUCTION: Please tick appropriately in the box/column as [√]

SECTION A: Personal Data

1. **Sex:** Male [], Female []
2. **Age:** 18-30yrs [], 31-40yrs [], 41-50yrs [], 51yrs and above []
3. **Education Qualification:** SSCE/WASC [] OND/Diploma [], HND/B.Sc.[], M.Sc.[], Ph.D.[]
4. **Work Experience:** 0 - 5yrs[],6-10yrs[], 11-15yrs[], 16-20yrs []21yrs and above []
5. **Marital Status:** Single [], Married [], Divorced [], Widowed [] For proper understanding of terms used, the following represent:

SA - Strongly Agree, A - Agree, U-Undecided, D -Disagree and SD-Strongly Disagree.

SECTION B

S/N	Items	SA	A	U	SD	D
1.	Employees in Nigeria are adequately inform of the concept of employee participation in decision making					
2.	Employees' participation in developing and implementing strategies can creates ownership to organizational goals					
3.	Job position influences employee participation in management decision making.					
4.	There is a significant relationship between employee participation in decision making and organizational productivity					
5.	The denial of employees' active participation in decision making is one of the major causes of the problems which are manifested daily in the work lives of the modern employees					
6.	Age is a major determinant of employee participation in management decision making					
7.	There is a significant relationship between level of education and employees' participation in decision making					
8.	Employee participation is typically management initiative with the intention of improving communication and enhancing organizational commitment					
9.	Employee in your organization participates in the decision making in administration of social					

	facilities.					
10.	There is a significant difference between the performance of firms whose employees' participation in decision making are (deep) high and the performance of firms whose employees' involvement in decision making are (shallow) low.					
11.	Time may affect organizational and member's commitment to participation to decision making					
12.	Employee participation in decision making increases employee's morale or job satisfaction and enhances productive efficiency					
13.	Employee participation in decision making provides employees the opportunity to use their private information, which can lead to better decisions for the organization					
14.	Employee participation in decision making contributes to greater trust and a sense of control on the part of the employees.					
15.	When employees are given the opportunities of contributing their ideas and suggestions in decision making, increased firms' performance may result since deep employee involvement in decision making maximizes viewpoints and a diversity of perspectives					