

**EMPLOYEES INVOLVEMENT IN DECISION MAKING PROCESS IN AN
ORGANIZATION: A CASE STUDY OF VITA FOAM NIGERIA LIMITED BENIN
CITY FACTORY**

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BY

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DEDICATION

This work is dedicated to Almighty God for his infinite mercies that have kept me alive throughout my studies.

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ABSTRACT

Employees' involvement in decision making is a process to make the employees feel that they are not just an ordinary worker of the organization, but an important part of the machinery. This study examined employees involvement in the decision making process on the organization as well as the motivational level of the employees.

Survey design was used in this study. Since all the entire population cannot be studied, a sample size of 72 was used. The research instrument used for gathering information is the questionnaire. Tables, percentages were used to answer the research questions and chi square technique was used to test the hypotheses formulated.

From the findings, it was discovered that employees are allowed to participate in decision making; when employees participates in decision making it usually boost productivity; employees are motivated when involved in decision making process; management also change decisions when rejected by employees; and that employees are consulted by management when new products are to be added to existing products. Management should ensure that employees are part of the decision making team because, if employees are allowed to take part in the decision making process they feel that people in ownership or management position value them as a significant contributor to the team's success. When people feel valued, they will usually raise their level of effort and commitment to ensure that the company succeeds.

CHAPTER ONE INTRODUCTION

1.0 Background to the Study

Employee voice is a manner of expressing complaints, grievances or dissatisfaction and also a way by which employees are involved in decision-making process of an organization. Therefore, when employees are integrated into decision making process of an organization, they are automatically stakeholders in the organization with complete sense of belonging and overall accomplishment. This obligation to a larger extent normally results in increased productivity as employees cohesively work as team and hope to see their efforts achieve something in the overall interest of the organization. When employees are involved in decision making process, it is advantageous to the company's expansion and could lead to higher level of motivation the workers. By integrating employees into company's decision-making framework, employees are capable of jointly setting of organizational goal and objectives which consecutively influence their work performance (Brenda, 2001).

The success of any organization, from time immemorial, to a large extent is a function of a well-articulated employee system. Employee is an embodiment of innovations and a source of knowledge needed to drive productivity and increase organizational performance to greater heights. Thus, integrating employees participation and support in policies and decision making not only authorizes them to contribute meaningfully to the achievement of goal organization, but also conserves the corporate time, resources and ensure better

efficiency and optimum productivity (London *et al*, 2004),

When employees actively participate in decision-making, corporate leaders confirm the value of their employees as a performance – driven member in the corporation and provide them the authority to influence the outcome of their work, leading to increased job-satisfaction and a positive attitude, not only toward their position but also to the company itself. Employee involvement is a valuable motivational instrument because, when subordinates takes part in the decision-making process affecting their job, they are more motivated to implement the decision as it becomes their own. As Enrick *et al* (1983) puts it “when employees are allowed to participate in solving problems that relate to their work, they will be more interested in making their ideas sail through”. Robbins (2003) reports that, “numerous empirical literatures on employee engagement portray significant influence on productivity, motivation and job satisfaction. The author believes employee’s involvement in decision-making is more effective if it is done in right conditions and with the right implications (Robbins 2003).

1.1 Statement of the Research Problem

Employers are sometimes baffled when their highly rated employees begin to under-perform. Management tends to fail in understanding the reason why employees are not satisfied with their job and as such are not well committed to the organization. They tend to forget that being a manager does not mean that they know the best. Management tends to focus on planning, organizing and controlling without sufficient consideration on those factors that

will make the employees effective in carrying out the objectives of the organization i.e., creating an enabling environment that support employees involvement in decision making process.

There has been lot of controversy as to whether an employee should be involved in decision making process of an organization or not. Some writers argued that employees should only be involved in decision making most especially where it affects them on their job. Managers also maintained that qualified, reasonable, honest, competent and company oriented individuals are not available at these lower organizational levels. But, the big question is, are qualified individuals really available to participate in decision- making? Even if they are, are they willing to take responsibilities? All these underscore the need for an investigation on this study.

1.2 Objectives of the Study

The main purpose of this study is to examine if employees are allowed to be involved in decision making process in Vita Foam Nigeria Limited. Other specific purpose of the study includes;

- 1) To determine the level of employees participation in decision making process.
- 2) To determine if management changes decisions when rejected by employees.
- 3) To examine the effect of employees involvement in decision making process on productivity.
- 4) To ascertain the extent to which employees are motivated when involved in decision

making process.

- 5) To determine if employees are consulted by management before the introduction of a new product(s) or policies.

1.3 Research Questions

To amplify the research problem, it may be necessary to restate it more specifically in terms of research questions which the study seeks to answer. This study attempt to answer the following research questions:

- 1) Does Vita Foam management involve employees in the decision making process?
- 2) Does management of Vita Foam Limited change decisions when rejected by employees?
- 3) Does employee's participation in decision making process boost employee's productivity?
- 4) Are employees motivated when involved in decision making process?
- 5) Are employees consulted by management when new policy are to be introduce or new products are to be added to the existing products?

1.4 Research Hypotheses

Hypotheses are tentative answers to research questions. It is often stated in the form of a relationship between a dependent and an independent variable. The hypotheses are based on the objectives and problems of this research work. It is stated in both positive and null form for clarity purpose.

Hypotheses I

H₀: That Vita Foam management does not involve employees in their major decision making.

H₁: That Vita Foam management involves employees in their major decision-making.

Hypotheses II

H₀: That management of Vita Foam Limited does not change decision when rejected by employees.

H₁: That management of Vita Foam Limited change decision when rejected by employees.

Hypotheses III

H₀: Employees participation in the decision making process does not boost productivity.

H₁: Employee's participation in the decision making process boost productivity.

Hypotheses IV

H₀: Employees are not motivated when involved in the decision making process.

H₁: Employees are motivated when involved in the decision making process.

Hypotheses V

H₀: Employees are not consulted by management when new products are to be added to existing products.

H₁: Employees are consulted by management when new products are to be added to existing products.

1.5 Significance of the Study

This study will be relevant to the managers and employees of Vita Foam Limited and others in well-structured organizations. It will also be relevant to other public sector organization in Nigeria. It is therefore important that a research like this be conducted in order to show how employee involvement in decision-making can affect the organization either positively or negatively. This research study will also be important to government, academics and future researchers on the issue of employee participation in managerial decision-making.

The study would broaden the knowledge of management on how to use employee participation in decision-making as motivational tool arouse employee's interest to be committed, loyal and satisfied with his work; and also know why an employee is performing the way he or she is performing, either poorly or highly. This study will help enlighten management of various organizations of the need to build a strong and motivated workforce that sustain and grow the organization.

1.6 Organization of the Study

This project is divided into five (5) chapters. Chapter one explains the historical background of the subject matter or the research topic (employee's involvement in decision making process in an organization). It also focusses on the research problems, the objectives of the study, the research questions, the scope of the study, the organization of the study, background information about Vita Foam (Nigeria) Limited and the definition of terms or concepts.

Chapter two focuses on the review of related literature on subject matter. Emphases are

placed on what some scholars have said on the subject matter (employee involvement in decision-making process in an organization), it also discusses the importance of employee involvement in decision - making and the effect of employee decision on productivity of the company.

Chapter three addresses the research methodology. It has to do with the research design, regulation characteristics, sample size, sources of data, survey instrument, methods of analysis and limitations of the study.

Chapter four deals with the presentation and analysis of data, demographical analysis and analysis of responses to questions that are relevant to the subject matter, analysis of responses as they relate to the hypotheses as well as summary and discussions of findings.

And lastly, chapter five summarizes the findings and conclusion resulted from this study. It also contains some useful recommendations for further study.

1.7 Scope of the Study

The scope of this study focuses majorly on employee's involvement in decision-making, particularly in Vita Foam (Nigeria) Limited, Benin City, Edo State. The empirical analyses were based on a field survey involving the administration of self-administered questionnaire among selected staff of Vita Foam (Nigeria) Limited. This study was intended to be elaborate in order to gather diversified opinions on the subject matter.

1.8 Background Information about Vita Foam (Nigeria) Limited

Vita Foam (Nigeria) Limited is an International Standard Organization (ISO) and Standard Organization of Nigeria (SON) certified limited liability company in Nigeria. The company is one of the largest independent manufacturer and distributor of well-known and widely used mattresses, pillows and other allied products with its operational headquarters in Lagos State

In terms of human resource base, Vita Foam Ltd presently has more than 800 employees in its nominal payroll across its various locations. Vita's management comprises men and women of proven integrity and track record of corporate success. The company's core values are "Passion, Integrity and Excellence" which cut across everything they do. Vita people are committed, passionate and true to their cause of adding comfort to life.

Moreover, the company asserts that Vita name is synonymous with quality. It is held that Vita was the foremost foam company in Nigeria to offer a quality warranty on their mattresses and other polyurethane products. Their ability to maintain this consistency is linked to the combination of the latest technology and the determination of her employees to add comfort to life every day. They maintained that a small amount of time spent researching mattress of interest can pay huge dividends by contributing to customers' comfort and wellbeing for years to come. Vitafoam Nigeria Plc, incorporated on August 4, 1962, is Nigeria's leading manufacturer of flexible, reconstituted, and rigid foam products, including mattresses, pillows, and furniture. Founded in 1962 by British Vita and

G.B. Ollivant, the company began production in 1963 and listed on the Nigerian Stock Exchange in 1978. It has since expanded to include subsidiaries in Ghana and Sierra Leone. Beyond the main Ikeja factory, Vitafoam operates factories in Aba (established 1972), Kano (1974), and Jos (1982).

Headquartered in Lagos, it was the first foam company in Nigeria to obtain the NIS ISO 9002 certificate (now ISO 9001:2015) and has a vast distribution network. With regards to their reach, Vita Foam (Nigeria) Limited's physical market reach is through a network of distributors, sub-distributors and direct retail sales. Vita is Nigeria's foremost supplier of branded mattresses and foam based products for sleep solutions. Luxury, comfort and value are engraved in their products and brands. Vita mattresses are designed with an infusion of taste and comfort. Beautifully crafted mattresses designed to give the body great support and soothing comfort.

1.9 Definition of Terms/Concepts

For the purpose of the study, terms are defined as follows:

Decision-Making: It is the process of selecting a logical choice from the available options or the cognitive process resulting in the selection of a belief or a course of action among several alternative possibilities.

Employee: It refers to a person who is hired to work for someone or organization in return for a payment.

Employer: This refers to a person or organization that hires or employs people.

Job satisfaction: It refers to the attitude or feeling an employee has about the job.

Manager: This is a person who directs or controls the affairs of an organization.

Management: The organization and co-ordination of the activities of a business in order to achieve defined objectives.

Motivation: This refers to the willingness to do something without needing to be told or forced to do it.

Organization: This is a business entity formed for a particular purpose.

Participation: This refers to taking part in doing something that produces tangible result.

Productivity: It refers to the rate at which goods are produced and the amount produced.

CHAPTER TWO

REVIEW OF LITERATURE

2.0 Introduction

This chapter of the research work focus on the theoretical issues based on related literatures, past and present, with a view to properly understand and cover to an appreciable extent the subject matter of this research work (Employees involvement in decision making). Consequently, this segment has been sub-divided into different sub-heading. First a discussion on the conceptual clarification of decision making is made. Here, views about what some scholars have said about this topic as well as the nature of decision and decision making are discussed. The types of decision and decision making in an organization, the rational for involving employees in decision making and recognizing motivational factors are also considered. There are also reflections on motivating employees with participative decision making, the types of decision making and the disadvantages of decision making in

an organization.

2.1 Conceptual Clarification of Employees Involvement in Decision Making

Several authors have provided different approaches towards defining employee involvement in decision making. Some of the frequently definitions found in literature include that of Harrison and freeman (2004), Miller (1999), Schultz, Vander Walt and Bezuidenhout (2011) and host of others. For instance, Harrison and freeman (2004) defined employee involvement in decision making process as any action, structure or process that increases the power of a broader group of people to influence the decisions and activities of an organization. It can be seen as a move (the work place) toward democracy (p.49).

Miller (1999) as cited in Holtzhausen (2002) added that, employee's involvement in decision making process is more than participation; it involves the realization in the workplace of our standards for a democratic society (p.188). Employee involvement in decision making is known by many names including" shared leadership, participative decision making (PDM), dispersed leadership, employee empowerment, participative management (PM), open book management or industrial democracy" (Steinheider, Bayerl and Wuestewald, 2006). Participation brings about improve organizational performance, employee's satisfaction, motivation and decreases the turnover rate, that's why employees involvement in decision making increases employee's creativity. Introducing participation in work group is argued to affect innovation and creativity (Isaksen and Akkermans, 2011).

When employees take part in decision making, changes are implemented effectively and

creatively, which is an important benefit of participative decision making, (Muindi, 2011). Employees are central to idea generation, without them there will be no ideas to implement or there will be no innovation, so they should be encouraged and involved in decision making. Participation in decision making increase social interactions, discussions and support innovation; hence it is argued that employee's participation in decision making will have positive relationship with their creativity. By involving employees in decision making employees can have more control over the allocation and utilization of resources. Managers who have positive attitude toward change create an atmosphere that is conducive of continuous adoption of new ideas by involving employees in decisions and managers can nourish such atmosphere (Mostafa, 2005).

Thus, by involving employees in decision making, resource allocation, freedom, rewards system, supervisor subordinate communication, goals, group composition can be effected which are the factors of work environment so it is proposed that involvement of employee's in decision making will effect work environment. When people are involved as much as possible in all aspects of work, decisions and planning, it will increase ownership and commitment in which people choose to be motivated and contributing. Employee involvement is a means to examine the operation of democratization in the organization, which not only diminishes the obstacles to the operating system, but is also the way to gain a common consensus and pursue the goal of providing benefits to most people (Lin, 2006:69). It is special form of delegation in which the subordinate gain greater control and greater

freedom of choice with respect to bringing the communication gap between the management and the workers (William, 2008:25). The main aim of employee involvement reflect a management agenda concerned with increasing understanding and commitment from employees and securing an enhanced contribution to the organization.

Schultz, Vander Walt and Bezuidenhout (2011:55) defined employee involvements as creating an environment in which employees have an impact on decisions and actions that affect their jobs. It constitutes a concerted effort by employers to find participative ways in which to manage their staff by investing in human capital. There is a body of evidence to proof that employee involvement in decision-making is a key driver of organizational performance. A casual observation suggests that most of the appeal to organizational management is driven by claims that employee involvement drives bottom-line results (Macey and Schneider 2008:198). The assumption of this study is that employees who are best organized in an organization and involved in decision making process potentials are fully harnessed. They will perform better than others, take fewer sick leave days and are less likely to leave (Edwards, 2007:1).

They will be empowered to make decisions and solve problems appropriate to their level in the organization. Management are challenged to embrace human resource perspectives which hold that employees should be treated fairly and with respect, and that cooperation and communication with management should be encouraged (Ang, 2002:192). This would include the involvement of employees in decision-making so that employees would have a

say in decisions that influence them (Wanberg and Banas, 2000:139). In a nutshell, employee's involvement in decision making is a way of creating an environment in which employees are able or allowed to participate in the decision making process of the organization or are allowed to have an impact on decisions that affect their jobs.

2.2 The Nature of Decisions and Decision Making

According to Harrison (1975:3) in Management, a Nigerian perspective by Agbonifoh *et al*, in discussing decision making, it is mandatory to focus on these three things: the decision making process, the decision maker and the decision itself. This focus on different aspects of the decision making activity has also led to different definitions of decision making. Shull and his associates (1970:31) defined decision making as a conscious and human process that involves both individual and social phenomena, that is based on factual and value premises, which includes a choice of one behavioral activity from among one or more alternatives with the aim of moving toward some desired state or goal.

According to Simon (1960:1), he opined that decision making can be divided into three principle phases: finding occasions for making a decision; finding possible courses of action; and choosing among courses, he also sees decision making with the entire process of management as the same.

Emory and Niland (1968:12) lay more emphasis on the decision itself. According to them, a decision is the point of selection and commitment. The decision maker selects the preferred purpose, chooses the most reasonable task statement, or the best course of action. Harrison

(1975:4-5) sees the decision itself as the crucial moment in decision making. Thus, he defined a decision as a moment, in an ongoing process of examining alternatives related to a goal, at which the expectations of the decision maker with regard to a particular course of action impel him to make a selection or commitment toward which he will direct his intellect and energies for the purpose of attaining his objectives.

Butler (1992:42) also defines decision as a proposed course of action that is being selected.

These definitions highlight the following as the key aspects of decision and decision making:

- Decisions involve making a choice amongst alternative courses of action.
- Decision making has to do with uncertainty about which alternative course of action will be taken.

This uncertainty will apply to both the means and ends of action. Uncertainty therefore occupies a central place in decision making. Decisions are about intentions to act. Decisions are futuristic and thus, never be implemented. This future orientation adds to the problem of uncertainty in decision making. Decisions are made through a process which may be simple and straight forward or complicated and ambiguous. The process is characterized by a number of distinct stages. The decision itself is made at one of the stages of decision making. There is therefore a need to separate the decision from the decision making process. In organizations decision making involves more than one person. Usually a large number of people will be involved, especially if the decision is important.

Decisions are choices we make from among two or more alternatives. Decision making is defined as the process whereby problems and opportunities are identified and then resolved, (Daft 1998:2790). Kreitner and Kinicki (2004:373) define decision making as the process of identifying and choosing solutions that lead to a desired end result. Decision making has also been defined as the process of sufficiently reducing certainty and doubt about alternatives in order to allow them to make a reasonable choice among them (Harris, 2009). This latter definition stresses the information gathering function of decision making. It should be observed here that uncertainty is reduced rather than eliminated. Very few decisions are made with absolute certainty because; complete knowledge about all the alternatives is seldom possible. Thus every decision involves a certain amount of risk. If there is no uncertainty, you do not have a decision; you have a set of steps or a recipe that is followed to bring about a fixed result (Harris 2009).

2.3 Types of Decision and Decision Making in an Organization

Some decisions are complex while others are simple. Some are made every day while others may be made once in many years. Generally decisions can be classified into two categories, namely: Routine or programmed decisions and Un-programmed, novel, or strategic decisions.

2.3.1 Programmed Decisions

It is a repetitive decision that can be handled by a routine approach, that is to say, that this kind of decisions are made in situations that occur again and again and for which rules,

programmes or routines have been established to enable people know what to do each time they occur. Programmed or routine decision making is the most efficient way to handle well-structured problems. Programmed decisions can be defined as situations that occurs frequently or have occurred often enough to enable decisions rules to be developed and applied in the future (Simon, 1997). Programmed decision making is relatively simple and tends to rely heavily on previous solutions.

2.3.2 Unprogrammed Decisions

This type of decisions is made with respect to problems that have not been encountered before and for which no routine for handling exist. Such decisions are unique and nonrecurring. These decisions are different from previous organizational decisions because, the problem is new and a different set of environmental factors now exist. Un-programmed decisions usually involve considerable amount of uncertainty, a condition in which the decision maker must choose a course of action without complete knowledge of the consequences that will follow implementation.

According to Mintzberg *et al* (1976:246) an un-programmed decisions are dynamic factors that starts with the identification of a stimulus for action and ends with the specific commitment to action. Un-programmed refers to decision process that have not been encountered in quite the same form and for which no predetermined and explicit set of ordered responses exists in the organization. And strategic simply means important, in terms of the actions taken, the resources committed or the precedents set. Un-programmed

decisions are also typically strategic in the sense that they usually require a lot of resources to be deployed, a lot of people to be involved and often have a major impact upon the operations of the organization. Most of the significant decisions that managers make fall into this category.

2.4 The Rational for Involving Employees in Decision Making

According to French (1989), the role or part which a worker play in decision making in an organization has been seen to have positive impact in enhancing cordial worker-management relationship. The explanation below could uncover the importance of employee's role for the existence of the organization. Firstly, workers participation in decision making could be seen as any process whereby workers are allowed to partake in managerial decision in the enterprise. It could be argued that since the workers are allowed to partake in managerial decisions in the organization, this will exert profound effect on the quality of work the workers put in acceptance of changes and productivity.

Heckman (1976) opines that employees that are psychologically and mentally involved in their jobs through sharing in decisions play much greater degree of identification with the company's goals, thereby creating an atmosphere that is conducive for the individual growth and development that affects the company's expansion and the business economy as well. Secondly, it has been observed that employees are more creative and exhibit greater initiative and more responsible when given the opportunity to express themselves and share in the decision affecting them and their working environment. Interaction between worker

and managers in relation to decision making is the hallmark of workers participation. This is why French and Coch (1960) contend that employee's participation in decision making will facilitate the development and internalized motivation that will increase job satisfaction and boost workers morale in the organization.

Involving employees in key decisions gives managers access to unique skills and tells the employees that their contributions are valued. Employee's participation in decision-making can lead to increased job satisfaction, organizational commitment, individual motivation, and job performance. Managers involve employees in the decision making process not only to leverage employee's unique skills, but also to motivate them, signaling that their impact on the company is meaningful. Companies who have a higher level of employee's involvement in decision making process show higher levels of employee motivation and job satisfaction. By allowing employees to share in the decision making process, participants may eventually achieve organizational objectives that influence them (Brenda, 2001).

Employees' participation in decision making can be used as a tool that may enhance relationships in the organization, increase employee work incentives, and increase the rate of information circulation across the organization (Anderson & McDaniel, as cited in Brenda, 2001). When employees are involved in the decision making process, they feel that people in ownership and management positions value them as a significant contributor to the team's success. When people feel valued, they will usually raise their level of effort and commitment to ensure the department's or company's success. Employees are able to make

better day-to-day decisions because they have accurate information regarding the direction of the company or department.

When employees are responsible for making a decision, and the decision turns out to be a bad one, they do whatever they can to correct the decision and make it work out. When employees are involved in making the decision, the chances of the decision being a success increase since all members of the team are committed to correcting the parts of the decision that are not in alignment with the department's or company's vision and values. They will focus more of their energy on future-oriented problem solving rather than blaming their current problems on management.

2.5 Recognizing Motivational Factors

Decision making and motivation are interdependent and mutually influencing. Decision making is a process which affects the outer and inner motivation of the decision maker. Motivation is what moves us from boredom to interest. Motivation is a psychological process that causes the arousal, direction, and persistence of voluntary activities that are goal oriented. Bartol and Martin (1998) define motivation as a force that energizes behavior, gives direction to behavior, and underlies the tendency to persist. Motivation also has an impact on the final wording of the decision. Motivational program is one of the internal materials and it can be understood as part of a secret of organization. Its work should be based on best knowledge of the situation in terms of organization and human resources and the company.

A manager may affect the motivation of his staff by evaluation, remuneration in the different form, planning their careers and so on. Motivation constitutes a central element when going through the process of human learning. If the organization does not possess the ability to motivate its employees, the knowledge within the organization is not practically used to a maximum. Therefore, it becomes the aim of every learning organization to find the factors that enable it to motivate its employees to continuous learning and to take advantage of this knowledge to ensure its living (Osteraker, 1999).

In the fields of human resource management and organizational behavior, motivation is often described as being “intrinsic” or “extrinsic” in nature (Sansone and Harackiewicz, 2000). Extrinsic motivation occurs when employees are able to satisfy their needs indirectly, through monetary compensation (Osterloh et al., 2002, p. 64). In contrast, intrinsic motivation is apparent when individuals’ behavior is oriented towards the satisfaction of innate psychological needs rather than to obtain material rewards (Ryan and Deci, 2000). In other words, motivation is intrinsic when people perform an activity for itself (Van Yperen and Hagedoorn, 2003; trying to experience the satisfaction inherent in the activity or to secure the obligations of personal and social norms for their own sake (March, 1999, p. 377).

In organizations, employees can be motivated by both extrinsic and intrinsic factors that will fulfill their perceptions regarding success, reward and satisfaction. The expectancy theory of motivation, originally developed by Vroom (1964), is a theory explaining the process individuals use to make decisions on various behavioral alternatives. The motivational force

for a behavior, action, or task is a function of three things: expectancy, instrumentality, and valence. Motivational force is the force directing specific behavioral alternatives, which are suggested when deciding among behavior options. Expectancy theory generally is supported by empirical evidence (Tien, 2000; Vansteenkiste *et al*, 2005; Chiang and Jang, 2008) and is one of most commonly used theories of motivation in the workplace.

2.5.1 Motivating Employees with Participative Management

Participative management is defined as a management style in which leaders place emphasis on employees involvement in the management process. This management method is also known as employee involvement or participative decision making, and it presents many potential benefits to the companies that choose to encourage it. This is usually accomplished by providing employees with ample opportunities to become involved in the processes of setting goals, making suggestions, improving company operations, and solving problems. This basic premise for participative management is to shift the burden of decision making from the sole shoulders of managers and supervisors onto the entirety of the company. This provides a number benefits to various types of business.

Employee Pride

First, participative decision making instills a sense of pride in employees. This benefits the employee by making their work seem more rewarding and creating a sense of accomplishment, and this in turn benefits the company as a whole because it helps to promote increased productivity. The sense of employee pride created by participative management also benefits the company by increasing employee retention rates. Any

business would be concerned with low employee retention rates, but employee involvement creates the positive environment and sense of workplace pride that discourages employees from leaving the company.

Communication

A participative management style can also benefit companies by encouraging communication among all levels of the business. An increase in communication usually results in an increase in productivity, as well as faster and more effective resolution of problems. More communication between the different levels of an organization also results in a wider view of the company and more teamwork among employees, as opposed to the narrow, departmental view in which many employees commonly become trapped. Companies that encourage a participative management style and more communication also find that their employees are more receptive to changes in the workplace, which helps maintain a satisfactory degree of productivity through even the most drastic of adjustments.

Creativity and Innovation

Finally, a company which employs a participative management style is a company in which innovation and creative can flourish. By promoting employee involvement, these companies are allowing their employees to speak freely and openly' which fosters resourcefulness, originality, and vision. This enables employees to solve problems practically and effectively and often results in some unexpected and inspired ideas for the direction of the company. When employees experience the freedom for innovation and creativity that results from participative management, it helps to create a motivating environment.

2.6 Types of Employee Involvement in Decision Making

They are made differently within organizations having diverse environments. A participative decision making style includes any type of decision that is being transferred from a superior to their subordinates (Sager, 1999). Employee involvement in decision making may take many forms and can run the gamut from informal suggestion systems to direct high involvement at the policy and administrative level. Participative decision making can be broken down into four sub-types:

a) Democratic Participative Decision Making

Democratic leadership, also known as participative leadership, is a type of leadership style in which members of the group take a more participative role in the decision-making process. Researchers have found that this leadership style is usually one of the most effective and leads to higher productivity, better contributions from group members, and increased group morale. The democratic leadership style involves facilitating the conversation, encouraging people to share their ideas, and then synthesizing all the available information into the best possible decision. The democratic leader must also be able to communicate that decision back to the group to bring unity to the plan chosen. In democratic participative decision making, workers feel that their opinion counts and because of that feeling they are more committed to achieving the goals and objectives of the organization.

b) Autocratic Participative Decision Making

In an autocratic participative decision making style, the leader takes control of and responsibility for the final decision. The difference is that in an autocratic style, members of

the organizations are not included in the decision making process and the final outcome is the responsibility of the leader. This is the best style to use in an emergency situation when an immediate decision is needed.

c) Consensus Participative Decision Making

In a consensus participative decision making style, the leader gives up complete control and responsibility of the decision and leaves it to the members of the organization. Everyone must agree and come to the same decision. This might take a while, but the decisions are among the best since it involves the ideas and skills of many other people. Team work is important in this style and brings members closer together, while trust and communication increases.

d) Delegated Participative Decision Making Based on Expertise

Decision makers cannot be experts in all fields. In such situations, the decision maker delegates full or partial responsibility of decision making for a particular area of concern to the expert on the team for best management outcomes. The participative leader retains the responsibility of final compilation of the draft responses from all, such delegation is work specific and singular. Advantages of this type of decision making process makes the group members feel engaged in the process, more motivated and creative. Expertise brings focused and result oriented solutions for best alternative to a negotiated agreement as at when necessary. Best management outcomes are obtained by utilizing this strategy.

2.7 Advantages of Employee Involvement in Decision Making

The fierce, competitive environment currently existing throughout the globe is forcing many organizations to transform themselves to a new pattern for manufacturing, including employee involvement. Scholars and practitioners (Jones, Kalmi and Kauhanen, 2010:18) believed involvement programs are a necessary component to success in today's competitive environment. If this is true, the questions arise as to why only one-third of organizations report having involvement programs, and what factors account for the low 10% involvement rate of employees. According to Noah (2008:36) for an employee involvement process to be effective, three things need to be present:

- Employees need to be given the authority to participate in substantive decisions.
- Employees need to have the appropriate decision-making skills.
- Incentives to participate (whether implicit or explicit) must be present.

Employee involvement exists in organizations that intentionally establish work cultures, systems and processes to encourage and make use of employee input and feedback. Involving employees more in decision making has become increasingly common in early 21st century organizations as companies see benefits in keeping employees at all levels actively engaged in core activities. Direct involvement of employees help an organization fulfill its mission and meet its objectives by allowing employees applying their own ideas, expertise, and efforts towards solving problems and making decisions. It 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

in decision-making has resulted in successful value creation in many organizations.

Ahmed (2013: 22) shares the following positive responses of employees in the involvement process:

- ✓ A positive attitude towards, and pride in the organization.
- ✓ Belief in the organization's products/services.
- ✓ A perception that the organization enables the employee to perform well.
- ✓ A willingness to behave altruistically and be a good team player.
- ✓ An understanding of the bigger picture and a willingness to go beyond the requirements of the job.

Involving employees in the decision making process not only empowers them to contribute to the success of an organization, but also saves the company time and money, increased productivity and reduced outsourcing.

2.8 Disadvantages of Employees Involvement in Decision Making

One of the primary risks in any participative decision making or power-the empty ritual of participation and having the real power needed to affect the outcome of the process participation without re-distribution of power is an empty and frustrating process for the powerless. It allows the power holders to claim that all sides were considered, but makes it possible for only some of those sides to benefit. When participative decision-making takes place in a team setting, it can cause many disadvantages. These can be anything from social pressures to conform to group and urges everyone to follow their stand points.

With ideas coming from many people, time can be an issue. The meeting might end and good ideas go unheard. Possible negative outcomes of Participative Decision-Making (PDM) are high costs, inefficiency, indecisiveness and incompetence (Debruin, 2007). Workers may be less informed than managers, and the premises upon which they make their decisions may be different. Cohesive, participative groups may unite against management to restrict production and prevent change. Once a precedent of participation is established withdrawal of the right to participate becomes difficult.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

The methodology is a very important aspect of any work as it deals with methods or procedures by which the research intends to accomplish the objective of the study. The approach data collection is basically primary source, through questionnaires administered to employees of Vita Foam (Nigeria) Ltd, Benin City Plant. This chapter looks at the research design, population characteristics, sample and sampling techniques etc. Simple random

sampling technique is used as the sampling framework. Therefore, questionnaire is chosen as the research instrument, chi square and simple percentage is deployed for the analysis.

3.1 Research Design

A research design is “the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”. The research design could be seen as a “logical mode of proof that allows the researcher to draw inferences about the relationship among the variable under investigation” (Nachmias and Aachmias, 1981:75). This study is based on employee’s involvement in decision making process among the staffs of Vita Foam (Nigeria) Ltd. The survey research design is adopted for this study. A survey research is the systematic gathering of information from respondents for the purpose of understanding and/or predicting some aspects of the behavior of the population of interest.

3.2 Research Population

The population of a study is that group about whom we want to be able to draw conclusions. It is the totality of the objects or elements being studied and to which the conclusions or generalizations of our results will apply. This study intends to examine employee’s involvement in decision making among staffs or employees in the manufacturing industry through a field survey. A survey is a method of securing data or information concerning a phenomena under a study from all or selected number of the population (Kothari, 2004). The population size of this study will be Management/Senior staff = 18 and junior staff = 54

giving a total of 72 employees.

3.3 Sample Size and Sampling Techniques

A sample is a proportion or sub-set of a population or selected respondents. The basic aim of sampling is to make an inference about a population parameter that is from a sample statistic that could be measured. The sample size is the sub unit of a universal population being investigated. Therefore the sample size of this study mainly concentrated with management, junior and senior staffs of Seven-up Bottling Company.

Similarly, sampling techniques refers to the selection process. The simple random sampling technique shall be employed in this study because each respondent or employee has an equal and known chance of being selected.

3.4 Sources of Data

Agbonifo and Yomere (1999), defines data as the raw source for getting information. For the purpose of this study, data would be gotten from both primary and secondary data. The primary source of data would be through the questionnaire - a format which contains questions that are pertinent to the research topic.

3.4.1 Primary Source of Data

Primary sources involve carrying out an original investigation to obtain your data primarily and specifically for your purpose. The primary sources of data would be through the questionnaire, a format which contains questions that are pertinent to the research topic or the information that would be gathered through the questionnaire.

3.4.2 Secondary Source of Data

Usually, the primary sources of data gathering may not adequately be enough for a research work. Hence, it is imperative to source for data from the secondary source.

The need for secondary source of the research work is to provide the theoretical framework for the study. Data shall be derived from published and un-published works like text-books, business journal, hand-out or materials that have been relevant information in the research of this study.

3.5 Data Collection Instrument

The research instrument that will be used is a structured questionnaire. A structured questionnaire is a document containing a set of questions for soliciting information from respondents on the subject of a research investigation. Questionnaire is a combination of open and closed ended question. Open ended questions give the respondent the free will to answer as he pleases without being restricted to choosing from a number of possible answers. While in closed ended questions, the respondents are given answers (to each questions), which are expected to adequately cover the complete range of probable responses, from which they are to choose. For this research work, closed ended questions will be used. In part A: Bio-data information that was used in the questionnaire is dichotomous. In part B: Likert questions were used, i.e. strongly Agree, Agree, Strongly Disagree, Disagree, Undecided.

3.6 Validity/Reliability of Instruments

Reliability is the degree to which a measuring instrument produces similar outcomes when it is repeated. Since the instrument used (questionnaire) is attitudinally oriented, the reliability of the instruments ought not be perfect or produce similar results when repeated. Validity is defined as the extent to which differences in scores on it reflect the differences among individual on the characteristics that we seek to measure. Since the instrument used is attitudinally oriented, we can measure it either by inferring it from observable behaviour or by requesting the respondent to answer a series of questions which we hope will reveal his attitude therefore the validity is perfect.

3.7 Methods of Data Analysis

Data analysis is a very crucial process in research because it is at this stage that we try to make sense and meaning out of the data we have generated. Data analysis is concerned with how the researcher intends to process his data and apply them in testing his hypotheses. Data analysis involves converting a series of recorded observations (data) into descriptive statement and/or inferences about relationship.

Data collected or generated or retrieved from the questionnaire will be analyzed through the use of the tables and simple percentages and a brief comment of percentages in the table would be made thereby assisting the researcher to arrive at a genuine view and findings. The hypotheses formulated from the research question would also be tested using the chi-square statistical method to ascertain whether null or alternative hypotheses will be accepted or rejected.

3.8 Limitations of the Study/Methodology

In the course of carrying out the research, one of the limitations of this study is that the questionnaire method has the limitation that they rely on the respondents to give the answers and since the instrument used is attitudinally oriented, the respondent might not give the true information. Sampling has the limitation that there is always an error. Since the instrument used (questionnaire) is attitudinally oriented, the reliability of the instrument cannot be perfect. The structured response format of the questionnaire may force respondents to subscribe to statements they do not fully agree with. There were also the limitations of time because the project has to compete with other courses which were also important, money resources and the reluctance of respondents to give answers to some questions.

CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.0 Introduction

This chapter deals with the presentation of the results and the analysis of data obtained from the research instrument. Tables and simple percentage are used for the research analysis/presentation. A total of 80 questionnaires were administered and 72 of the questionnaires representing 90% were retrieved.

4.1 Demographic Analysis

Table 4.1.1: Sex Distribution of Respondents

Sex	No. of Respondents	Percentage (%)
Male	42	58.33
Female	30	41.67
Total	72	100

Source: Field Survey, 2026.

This analysis shows that the majority of the respondents are male representing 58.33% of the total population while the remaining 41.67% were females as shown in table 4.1.1 above.

Table 4.1.2: Age Distribution of Respondents

Age Level (Years)	No. of Respondents	Percentage (%)
Below 20	6	8.33
21 -30	46	63.89
31-40	8	11.11
41-50	8	11.11
Above 50	4	5.56
Total	72	100

Source: Field Survey, 2026.

The majority of the respondents are between age group 21 - 30 representing 63.89%; 8.33% for age group below 20; 11.11% for 31 - 40, 11.11% for 41 - 50 and 5.56% for age group above 50.

Table 4.1.3: Marital States of Respondents

Marital Status	No. of Respondents	Percentage (%)
Single	50	69.44
Married	22	30.56
Divorced	-	-
Others	-	-
Total	72	100

Source: Field Survey, 2026.

The analysis shows that 69.44% of the employees are singled; 30.56% are married and Nil for divorced and others.

Table 4.1.4: Educational Qualification of Respondents

Educational Qualification	No. of Respondents	Percentage (%)
WACS/GCE/SSCE	4	5.56
OND/NCE	16	22.22
B.Sc./HND	44	61.11
PGD	-	-
Masters	6	8.33

Professional	2	2.78
Total	72	100

Source: Field Survey, 2026.

The majority of the respondents (61.11%) are B.Sc./HND holders followed by (22.22%) for OND/NCE holders; (8.33%) for Masters; (5.56%) for WASC/GCE/SSCE; (22.78%) for professional and Nil for PGD.

Table 4.1.5: Length of Service in the Organization

Length of Service	No. of Respondents	Percentage (%)
1-4	46	63.89
5-10	16	22.22
11 – 15	6	8.33
16-20	4	5.56
21 and above	-	-
Total	72	100

Source: Field Survey, 2026.

The analysis shows that 63.89% of the population has served in the organization for 1 – 4years; 22.22% for 5 – 10years, 8.33% for 11 – 15years; 5.56% for 21 and above.

Table 4.1.6: Staff Categories of respondents

Staff Categories	No. of Respondents	Percentage (%)
MGT/Senior	18	36
Junior	54	75

Total	72	100
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Source: Field Survey, 2026.

The majority of the respondents are junior staff (75%) and senior staff (25%).

Table 4.1.7: If they’ve worked in any Establishment before joining Vita Foam (Nig) Ltd.

Responses	No. of Respondents	Percentage (%)
Yes	36	50
No	36	50
Total	72	100

Source: Field Survey, 2026.

Half of the respondents have worked in other establishment while the remaining 50% of the respondents have not worked in any other establishment before.

Table 4.1.8: The Position of this Company in Foam Industry

Position	No. of Respondents	Percentage (%)
Market leader	56	77.78
Market challenger	10	13.87
Market follower	6	8.32

Total	72	100
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Source: Field Survey, 2026.

Result shows that 77.78% of the respondents opined that their company is market challenger and 8.33% said market follower.

4.2 Analysis of Responses to Questions that are Relevant to the Subject Matter

Table 4.2.1: The relationship between management and employees in the company (Question 1)

Response	No. of Respondents	Percentage (%)
Strongly Agree	18	25
Agree	46	63.89
Strongly Disagree	6	8.33
Disagree	-	-
Undecided	2	2.78
Total	72	100

Source: Field Survey, 2026.

This table shows the relationship between management and employee in the company. 68.89% of the respondents agreed that there is a cordial relationship between management and employee 25% strongly agreed; 8.33% strongly disagreed; 2.78% were undecided or are not sure whether there is a cordial relationship management and employee.

Table 4.2.2: The level of industrial harmony on performance (Question 2)

Response	No. of Respondents	Percentage (%)
Strongly Agree	36	50

Agree	34	47.22
Strongly Disagree	2	2.78
Disagree	-	-
Undecided	-	-
Total	72	100

Source: Field Survey, 2026.

The above table revealed that the level of industrial harmony improves overall annual performance. 50% of the employees strongly agreed that the level of industrial harmony improves overall annual performance; 47.22% agreed; 2.78% strongly disagreed; no employee disagreed and none of the employees were undecided.

Table 4.2.3: Before management takes major decisions in the company, employees are adequately informed (Question 3)

Response	No. of Respondents	Percentage (%)
Strongly Agree	20	27.78
Agree	26	36.11
Strongly Disagree	14	19.44
Disagree	8	11.11
Undecided	4	5.56
Total	72	100

Source: Field Survey, 2026.

36.11% of employees agreed that before major decision are taken in the company, employees are adequately informed; 27.78% strongly agreed; 19.44% strongly disagreed; 11.11% disagreed and 5.56% were undecided.

Table 4.2.4: The rate of conflict between management and workers in our company is minimal (Question 4)

Response	No. of Respondents	Percentage (%)
Strongly Agree	26	36.11
Agree	38	52.78
Strongly Disagree	4	5.56
Disagree	4	5.56
Undecided	-	-
Total	72	100

Source: Field Survey, 2026.

This table shows the rate of conflict between management and workers. 52.78% of the respondents agreed that the rate of conflict between management and workers in the company is minimal; 36.11% strongly agreed; 5.56% strongly disagreed; 5.56% disagreed and none of the employees were undecided. This shows that the level of conflict between management and workers in the company is very cordial.

Table 4.2.5: When there is a problem, managers calls for suggestions from the workers and take a joint decision (Question 5)

Response	No. of Respondents	Percentage (%)
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Strongly Agree	18	25
Agree	26	36.11
Strongly Disagree	8	11.11
Disagree	14	17.44
Undecided	6	8.33
Total	72	100

Source: Field Survey, 2026.

The table above shows that 36.11% agreed; 25% strongly agree; 19.44% disagreed; 11.11% strongly disagreed; 8.33% were undecided. This shows that if there is a problem, managers calls for suggestions from the workers and take a joint decision. It also shows that all senior staffs strongly agreed to the fact that managers calls for suggestions from their workers before they take joint decisions.

Table 4.2.6: All decisions taken jointly are always documented for future reference (Question 7)

Response	No. of	Percentage
Strongly Agree	30	41.67
Agree	34	47.22
Strongly Disagree	-	-
Disagree	-	-
Undecided	8	11.11
Total	72	100

Source: Field Survey, 2026.

47.22% of the total population agreed; 41.67% strongly disagreed; 11.11% of the total

populations do not know whether the decisions taken jointly are always documented for future reference; none of the employee was undecided.

Table 4.2.7: Our company management is always insensitive to employees welfare (Question 8)

Response	No. of Respondents	Percentage (%)
Strongly Agree	2	2.78
Agree	14	19.44
Strongly Disagree	20	27.78
Disagree	24	33.33
Undecided	12	16.67
Total	72	100

Source: Field Survey, 2026.

The table above reviews that 33.33% disagreed that management is always insensitive to employee's welfare; 27.78% strongly disagreed; 19.44% agreed; 16.67 were undecided and 2.78% strongly agreed. This means that employees welfare are management's priority and management are always concerned about the welfare of their employees.

Table 4.2.8: The decision to reward outstanding workers is tied to management overall decision only (Question 9)

Response	No. of Respondents	Percentage (%)
Strongly Agree	16	22.22
Agree	38	52.78
Strongly Disagree	12	16.67
Disagree	4	5.56
Undecided	2	2.78
Total	72	100

Source: Field Survey, 2026.

52.78% of the total population agreed that the decision to reward outstanding workers is tied to management overall decision only; 22.22% strongly agreed; 16.67% strongly disagreed; 5.56% disagreed and 2.78% of employees were undecided. Majority of the management/senior staff strongly disagreed while the junior staffs agree to the fact that the decision to reward outstanding workers is tied to management overall decision only. This shows that employees reward is tied to individual outstanding effort contributed to the progress of the company.

Table 4.2.9: Decision making process involve top, middle and lower level of organizational members (Question 12)

Response	No. of Respondents	Percentage (%)
Strongly Agree	22	30.56
Agree	28	38.89
Strongly Disagree	4	5.56
Disagree	14	19.44
Undecided	4	5.56
Total	72	100

Source: Field Survey, 2026.

38.89% of the respondents agreed, 30.56% strongly agree; 5.56% strongly disagree; 19.44% disagree and 5.56% were undecided. This shows that decision making involve top, middle and lower level of organizational members

Table 4.2.10: Decision making is one of the motivational techniques used in our organization (Question 13)

Response	No. of Respondents	Percentage (%)
Strongly Agree	28	38.89
Agree	32	44.44
Strongly Disagree	4	5.56
Disagree	2	2.78
Undecided	6	8.33
Total	72	100

Source: Field Survey, 2026.

This table shows that majority of the respondents agree that decision making is one of the motivational techniques used in our organization as represented by 44.44%; 38.89%

strongly agree; 5.56% strongly disagreed; 2.78% disagreed and 8.33% were undecided.

Table 4.2.11: Employees are often consulted about the company’s investment strategy (Question 17)

Response	No. of Respondents	Percentage (%)
Strongly Agree	12	16.67
Agree	30	41.67
Strongly Disagree	14	19.44
Disagree	12	16.67
Undecided	4	5.56
Total	72	100

Source: Field Survey, 2026.

41.67% of the respondents agree that employees are often consulted about the company’s investment strategy; 16.67% strongly agree; 19.44% strongly disagree; 16.67% disagreed; 5.56 were undecided.

4.3 Analysis of Response as they relate to the Hypotheses

The following questions will be used to test the hypotheses formulated in this study.

Table 4.3.1: Employees participate in the decision making process in our organization (Question 10)

Response	No. of Respondents	Percentage (%)
Strongly Agree	10	13.89
Agree	36	50
Strongly Disagree	14	19.44
Disagree	6	8.33
Undecided	6	8.33
Total	72	100

Source: Field Survey, 2026.

50% of employees agreed that the participate in the decision making process; 19.44% strongly disagree; 13.89% strongly agree; 8.33% disagree and 8.33% were undecided.

Statement of Hypotheses I:

H₀: That the employees do not participate in the decision making process.

H₁: That employees participate in the decision making process.

Decision Rule:

If x^2 cal is greater than x^2 tab, reject H_0 (Null Hypotheses)

If x^2 cal is less than x^2 tab, reject H_1 (Alternative Hypotheses)

$$x^2 = \frac{\sum (f_o - e_f)}{e_f}$$

Where e_f = Expected frequency

f_o = Actual or observed frequency

Computation of Chi Square (x^2)

Fo	Fe	fo – fe	(fo – fe)²	$\frac{(fo - fe)^2}{fe}$
10	14.4	-4.4	19.4	1.35
36	14.4	21.6	466.6	32.40
14	14.4	-0.4	0.16	0.01
6	14.4	-8.4	70.6	4.90
6	14.4	-8.4	70.6	4.90
72				43.5

Source: Researcher's Computation

χ^2 cal = **43.5**

Degree of freedom = $(k - 1) (5 - 1) = 4$

Level of significance = 5% = 0.05

χ^2 tab = **9.488**

Since the χ^2 cal is greater than t

The χ^2 tab, we reject the null hypotheses and accept the alternative hypotheses and we conclude that employees are involved in the decision making process of the company.

Table 4.3.2: That management change decisions when rejected by employee (Question 15)

Response	No. of Respondents	Percentage (%)
Strongly Agree	8	11.11
Agree	28	38.89
Strongly Disagree	16	22.22
Disagree	12	16.67
Undecided	8	11.11
Total	72	100

Source: Field Survey, 2026

38.89% of employees agreed that management change decisions when rejected by employees; 22.22% strongly disagreed; 16.67% disagreed and 11.11% strongly agreed and 11.11 were undecided.

Statement of Hypotheses II:

H₀: That management of Vita Foam Limited does not change decision when rejected by employees.

H₁: That management of Vita Foam Limited change decision when rejected by employees.

Computation of Chi Square (χ^2)

F_o	F_e	f_o – f_e	(f_o – f_e)²	$\frac{(f_o - f_e)^2}{F_e}$
8	14.4	-6.4	40.96	2.8
28	14.4	13.6	184.96	12.8
16	14.4	1.6	2.56	0.17
12	14.4	-2.4	5.76	0.4
8	14.4	-6.4	40.96	2.8
72				18.97

Source: Researcher's Computation

$$\chi^2_{\text{cal}} = 18.97$$

$$\text{Degree of freedom} = (k - 1)(5 - 1) = 4$$

$$\text{Level of significance} = 5\% = 0.05$$

$$\chi^2_{\text{tab}} = \mathbf{9.488}$$

Since the χ^2_{cal} is greater than the χ^2_{tab} , we reject the null hypotheses and we conclude that management of Vita Foam Limited change decision when rejected by employees. The

implication of this finding is that employees will become personally interested in the growth of the company; also it will motivate the employee to take active part in the implementation of the decision.

Table 4.3.3: Employees participation in the decision making process usually boost productivity (Question 11)

Response	No. of Respondents	Percentage (%)
Strongly Agree	36	50
Agree	28	38.89
Strongly Disagree	-	-
Disagree	-	-
Undecided	8	11.11
Total	72	100

Source: Field Survey, 2026

The above table reviews that 50% of employees strongly agrees that employees participation in the decision making process boost productivity; 38.89% agreed; 11.11% were undecided; no employee strongly disagreed and none of the employee disagreed.

Statement of Hypotheses

H₀: That employees participation in the decision making process does not boost productivity.

H₁: That employee's participation in the decision making process boost productivity.

Computation of Chi Square (χ^2)

Response	No. of Respondents	Percentage (%)
Strongly Agree	36	50
Agree	28	38.89
Strongly Disagree	-	-
Disagree	-	-
Undecided	8	11.11
Total	72	100

Source: Field Survey, 2026

The above table reviews that 50% of employees strongly agrees that employees participation in the decision making process boost productivity; 38.89% agreed; 11.11% were undecided; no employee strongly disagreed and none of the employee disagreed.

Statement of Hypotheses

H₀: That employees participation in the decision making process does not boost productivity.

H₁: That employees participation in the decision making process boost productivity.

Computation of Chi Square (χ^2)

Fo	Fe	fo – fe	(fo – fe)²	(fo – fe)² Fe
36	14.4	21.6	466.56	32.4
28	14.4	13.6	184.96	12.8hj
-	14.4	-14.4	207.36	14.4
-	14.4	-14.4	207.36	14.4
8	14.4	-6.4	40.96	2.8
72				76.8

Source: Researcher's Computation

$$\chi^2 \text{ cal} = \mathbf{76.8}$$

$$\text{Degree of freedom} = (k - 1) (5 - 1) = 4$$

$$\text{Level of significance} = 0.05$$

$$\chi^2 \text{ tab} = \mathbf{9.488}$$

Since the χ^2 cal is greater than the χ^2 tab, we reject the null hypotheses and accept the alternative hypotheses and conclude that employee's participation in the decision making process boost productivity. The implication of this finding is that organizations should ensure that employees are allowed to participate in the decision making process as this will boost productivity and make them have a sense of belonging.

Table 4.3.4: Employees are motivated when they are involved in decision making process (Question 14)

Response	No. of Respondents	Percentage (%)
Strongly Agree	34	47.22
Agree	30	41.67
Strongly Disagree	6	8.33
Disagree	-	-
Undecided	2	2.78
Total	72	100

Source: Field Survey, 2026

47.22% strongly agreed; 41.67% agreed; 8.33% strongly disagreed; 2.78% were undecided and no employee disagreed.

Statement of Hypotheses

H₀: That employees are not motivated when involved in decision making process.

H₁: That employees are motivated when involved in decision making process.

Computation of Chi Square (χ^2)

Fo	Fe	fo – fe	(fo – fe)²	$\frac{(fo - fe)^2}{Fe}$
34	14.4	19.6	384.16	26.7
30	14.4	15.6	243.36	16.9
6	14.4	-8.4	70.56	4.9
–	14.4	-14.4	207.36	14.4
2	14.4	-12.4	153.76	10.7
72				73.6

Source: Researcher's Computation

$$\chi^2 \text{ cal} = 73.6$$

$$\text{Degree of freedom} = (k - 1)(5 - 1) = 4$$

$$\text{Level of significance} = 0.05$$

$$\chi^2 \text{ tab} = 9.488$$

Since the χ^2 cal is greater than the χ^2 tab, we reject the null hypotheses and accept the alternative hypotheses and conclude that employees are motivated in decision making process. The implication of this finding is that employees should be involved in decision making process, as this will lead to the employees being motivated. If the employee are motivated, there will be increase in output and the employee will be satisfied with his/her work. An employee that is not motivated tends to underperform.

Table 4.3.5: Employees are consulted by management when new products are to be added to existing products (Question 16)

Response	No. of Respondents	Percentage (%)
Strongly Agree	22	30.56
Agree	32	44.44
Strongly Disagree	8	11.11
Disagree	8	11.11
Undecided	2	2.78
Total	72	100

Source: Field Survey, 2026

44.44% agreed; 30.56% strongly agreed; 11.11% strongly disagreed; 11.11% disagreed and 2.78% were undecided.

Statement of Hypotheses

H₀: That employees are not consulted by management when new products are to be added to existing products.

H₁: That employees are consulted by management when new products are to be added to existing products.

Computation of Chi Square (χ^2)

Fo	Fe	fo – fe	(fo – fe)²	$\frac{(fo - fe)^2}{Fe}$
22	14.4	7.6	57.76	4.0
32	14.4	17.6	309.76	21.5
8	14.4	-6.4	40.96	2.8
8	14.4	-6.4	40.96	2.8
2	14.4	-12.4	153.76	10.7
72				41.8

Source: Researcher's Computation- 2022

$$\chi^2 \text{ cal} = 41.8$$

$$\text{Degree of freedom} = (k - 1) (5 - 1) = 4$$

$$\text{Level of significance} = 0.05$$

$$\chi^2_{\text{tab}} = \mathbf{9.488}$$

Since the χ^2_{cal} is greater than the χ^2_{tab} , we reject the null hypotheses and accept the alternative hypotheses and conclude that employees are consulted by management when new products are to be added to existing products. The implication of this finding is that it will give the employees a positive attitude towards the company and also leads to increased job satisfaction.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of findings derived from the study. It also details the conclusions and recommendations to the management of Vita Foam Limited.

5.1 Summary of Findings

In this study, we set out to examine employees' involvement in decision making process in Vita Foam Limited, Benin City. To accomplish the objectives, we designed a structured questionnaire and distributed them to Vita Foam employees to elicit information from them about the company.

The summary of the research finding arising from the study are as follows:

1. There is a cordial relationship between management and employees in Vita Foam Limited, Benin City Factory.
2. There is a significant level of industrial peace and harmony in the company which improves their overall annual performance.
3. Before management makes any decision in the company, their employees is adequately informed to prepare their mind on any decision reached.

4. When there is a problem in the company, managers calls for suggestion from workers and take a joint decision. This is a true reflection of participatory management style as well as evidence of industrial democracy in the company.
5. The rate of conflict between management and workers in the company is very minimal.
6. Employees in Vita Foam Limited, rarely embark on strike. This shows the level of industrial harmony enjoyed in the company.
7. All decisions made in this company are always documented for future reference.
8. Management is always concerned with improving employee's welfare. This assures stability of workforce.
9. The decision to reward outstanding workers is a function of individual contributions and level of supervisory motivation.
10. Employees are allowed to participate in the decision making process of the company.
11. When employees are allowed to participate in decision making process, it usually boosts productivity.
12. In Vita Foam Limited, decision making is at top, middle, and lower level. This shows that communication flows from top to the bottom (viz a viz).
13. Decision making is one of the motivational tools used by Vita Foam Limited to improve and encourage workers to put in their best.
14. Employees are always motivated when involved in decision making process.
15. Management changes decisions when rejected by employees. This shows how responsible a company should be to the workers.

16. Employees are always consulted by management when new products are to be added to existing products.

17. Employees are often consulted about the company's investment strategy.

5.2 Conclusions

The aim of this study was to examine employee's involvement in decision making among junior and senior staffs of Vita Foam Limited in Benin City, Edo State. The following factors that were examined were: the extent to which employees participates in the decision making process; that management change decisions when rejected by employees; that employees participation in the decision making process usually boost productivity; that employees are motivated when they are involved in the decision making process; and if employees are consulted by management when new products are to be added to existing products.

The findings of the study showed that employees participates in the decision making process. It also showed that management changes decisions when rejected by employees. The finding also showed that employees participation in the decision making process usually boost productivity. This implies that organizations should ensure that employees are allowed to participate in the decision making process, as this will boost productivity and increase the morale of employees. The finding also showed that employees are motivated when involved in decision making process. This implies that employees will be satisfied with their work and this will lead to increase in output. The finding also showed that employees are

consulted by management when new products are to be added to existing products. This implies that when employees are consulted, it makes them to perform at their best, also good communication and consultations are central to the management process.

5.3 Recommendations

From the summary of findings above, it is recommended that the management of Vita Foam Limited should do the following if it wants to continue enjoying good Industrial Relations among its employees.

- (1) There should be an open communication (two way) between management and employees, because good communications allow employees share in the decision making process.
- (2) Management should continuously ensure that employees participates in the decision making process because, this will lead to better decision outcomes. It is also a way to give employees a voice in the organization and by so doing it can have a positive effect on job satisfaction.
- (3) Management should know that when employee's decisions are taken into consideration, it will make them to be committed to their job and lead to increased job performance.
- (4) Management should continue to ensure that employees are allowed to take active part in the decision making process so as to boost productivity. Management should

ensure that involving employees in decision making process should be part of the motivational program introduced in every organization.

(5) Management should ensure that before a product is introduced into an organization employees should be adequately informed about the quality and uses of the product.

It shows that the employees are important to the organization and this will make them remain in the organization.

5.3 Suggestion for Further Research

This study was targeted at the junior and senior staffs of Vita Foam (Nig) Limited, Benin City Factory, Edo State. This research work was carried out in the manufacturing industry (foam and mattresses) as such there could be different perceptions or opinion about employee's involvement in decision making process in service industries such as (Banking sector, Logistics etc) as such, this study should be carried out in other industries; perhaps it will bring out a different or similar and possible generalization of the findings.

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APPENDIX

Questionnaire

Department of Business Administration,
Faculty of Management Sciences,
University of Benin,
Benin City.

Dear Respondent,

REQUEST TO COMPLETE QUESTIONNAIRE ON “EMPLOYEES INVOLVEMENT IN DECISION MAKING PROCESS IN YOUR COMPANY”

My name is **SIMON PETER AIGBA** a post graduate student of the University of Benin.

As part of the requirements for the award of PGDBM degree in Business Administration. I am undertaking a research study on **“Employees Involvement in decision making process in an Organization”**. In this regard, your company has been dully selected for this research study.

I am appealing to you to assist me in completing the attached questionnaire; you are not expected to disclose your identity. Please be assured that any information given will be used as data for the research and shall be treated with strict confidence.

Thank you.

Yours Faithfully,

SIMON PETER AIGBA

SECTION A: PERSONAL BIO-DATA INFORMATION

Please tick as appropriate in the bracket that applies to you

- I. Sex: Male [] Female []
- II. Age: Below 20 [] 21 – 30 [] 31 – 40 [] 41 – 50 [] Above 50 []
- III. Marital Status: Married [] Single [] Divorced [] Others []
- IV. Educational Qualification: WASC/GCE/SSCE [] OND/NCE []
B.Sc/HND [] PGD [] Masters [] Professional []
- V. Length of service in the organization :1 – 4 [] 5 – 10 [] 11 – 15 []
16 – 20 [] 21 and above []
- VI. What category of staff do you belong to? MGT. STAFF [] SNR []
JNR []
- VII. Have you ever work in any establishment before? Yes [] No []
- VIII. What is the position of your company in the foam and mattress industry?
Market Leader [] Market Challenged [] Market Followed []

SECTION B

KEYS: SA=Strongly Agree, A=Agree, SD=Strongly Disagree, D=Disagree, U=Undecided

1. The relationship between management and employee in the company is very cordial. SA ☐ A ☐ SD ☐ D ☐ U ☐
2. The level of industrial harmony improves our overall annual performance
SA ☐ A ☐ SD ☐ D ☐ U ☐
3. Before management takes major decision in the company , employees are adequately informed SA ☐ A ☐ SD ☐ D ☐ U ☐
4. The rate of conflict between management and workers in our company is minimal
SA ☐ A ☐ SD ☐ D ☐ U ☐
5. In our company, when there is a problem , managers calls for suggestions from the workers and take a joint decision SA ☐ A ☐ SD ☐ D ☐ U ☐
6. In our company, Employees rarely embark on strike SA ☐ A ☐ SD ☐ D ☐ U ☐
7. All decisions taken jointly are always documented for future reference SA ☐ A ☐ SD ☐ D ☐ U ☐
8. Our company management is always insensitive to employees' welfare. SA ☐ A ☐ SD ☐ D ☐ U ☐

9. The decision to reward outstanding workers is tied to management overall decision only.

SA [] A [] SD [] D [] U []

10. Employees participates in the decision making process in our organization.

11. SA [] A [] SD [] D [] U []

12. Employees participation in the decision making process of our organization usually boost productivity. SA [] A [] SD [] D [] U []

13. Decision making process involve top, middle and lower level of organizational members.

SA [] A [] SD [] D [] U []

14. Decision making is one of the motivational techniques used in our organization. SA []

A [] SD [] D [] U []

15. Employees are motivated when they are involved in decision making process. SA []

A [] SD [] D [] U []

16. Management change decisions when rejected by employees. SA [] A [] SD [] D [] U []

17. Employees are consulted by management when new products are to be added to existing products. SA [] A [] SD [] D [] U []

18. Employees are often consulted about the company's investment strategy.

SA [] A [] SD [] D [] U [].

19. Employees are often consulted about the company's investment strategy.

SA [] A [] SD [] D [] U [].