



The Impact of Employee Participation in Decision Making on Organizational Productivity

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DECLARATION

The dissertation titled “THE IMPACT OF EMPLOYEE PARTICIPATION IN DECISION MAKING ON ORGANIZATIONAL PRODUCTIVITY” Submitted for the Award of Philosophy Doctorate in Business Administration at Selinus University of Sciences and Literature, School of Business and Media; is my original work and the dissertation has not formed the basis for the award of any degree, associateship, fellowship or any other. The material borrowed from similar titles other sources and incorporated in the dissertation has been duly acknowledged.

The research papers published based on the research conducted out of the course of the study are also based on the study and not borrowed from other sources.

“I do hereby attest that I am the sole author of this project/thesis and that its contents are only the result of the readings and research I have done”.

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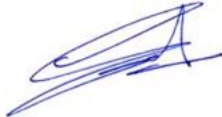
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Signature of Student STUDENT ID: UNISE0774IT

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ABSTRACT

This study is on the impact of employee participation in decision making on organizational productivity. The total population for the study is 200 staff of EMENITE PLC, Lagos state. The researcher used questionnaires as the instrument for the data collection. Descriptive Survey research design was adopted for this study. A total of 133 respondents made human processing engineers, electricians, senior staff and junior staff were used for the study. The data collected were presented in tables and analyzed using simple percentages and frequencies

CHAPTER ONE INTRODUCTION

➤ *Background of the Study*

Decision according to the Oxford Advanced Learner's Dictionary is the action of deciding a conclusion reached and a judgment arrived at. Therefore, decision-making is the most germane activities of management of multifarious organizations ranging from small-scale organizations to multinational corporations. Decision-making styles throughout organizations are changing because the task, the environment and the people have changed. We are no longer marching troops into battle; we do not want blind obedience. Competitive advantages are now the result of employee making decision thinking being creative and asking questions. When most managers are honest, they will acknowledge that their employees often have greater knowledge about the work than they do. Clearly, effectiveness can only be achieved with their total involvement management at time, see decision to the heart of their job in that, they must always choose what is to be done who will do it where and most at time now it will be done. It is based on the above that the research wishes to assess the impact of employee participation in decision making and also on organization productivity in Nigeria public sector organization using Emenite Plc as a case study

➤ *Statement of the Problem*

In Nigeria today, there has been a lot of controversy as to whether an employee should participate in managerial decision-making or not. Many writers argued that employees should contribute in making decisions especially where it affects them or their job. It is expected that such participation will serve as training and testing ground for future members of upper management. The authors maintained that qualified reasonably honest and company-oriented individuals are not available at these lower organizational levels but the big question is qualified individuals really available? These underlay the need for an investigation study.

➤ *Objective of the Study*

The purpose of this research study is to assess the impact of employee's participation in managerial decision making in public sector organization in Nigeria with reference to EMENITE PLC THE MAIN OBJECTIVES ARE.

- To assess the impact of employee participation in management decision making EMENITE PLC
- To investigate the impact of employee participation in management decision on productivity of the organization
- To make recommendation based on the research finding

➤ *Research Hypotheses*

For the successful completion of the study, the following research hypotheses were formulated by the researcher;

- H₀:
There is no impact of employee participation in management decision making EMENITE PLC
- H₁:
There is an impact of employee participation in management decision making EMENITE PLC
- H₀₂:
There is no impact of employee participation in management decision on productivity of the organization
- H₂:
There is impact of employee participation in management decision on productivity of the organization

➤ *Significance of the Study*

In all aspects this research work will be relevant to the managers and employees of EMENITE PLC. It will also be beneficial to other public sector organizations in Nigeria. Also it will be of vital importance to government, academically potential and future researcher on the issue of employee participation in managerial decision making. This empirical is also germane to the researcher since it is a partial requirement for the award of higher national diploma in public administration and management.

➤ *Scope and Limitation of the Study*

Particularly this research work focuses on the impact of employee participation in decision making and organizational productivity using EMENITE PLC Lagos as a case study. The researcher encounters some constraints which limited the scope of the study;

• *Availability Of Research Material:*

The research material available to the researcher is insufficient, thereby limiting the study

- *Time:*

The time frame allocated to the study does not enhance wider coverage as the researcher has to combine other academic activities and examinations with the study.

- *Organizational Privacy:*

Limited Access to the selected auditing firm makes it difficult to get all the necessary and required information concerning the activities

➤ *Definition of Terms*

- *Decision Making:*

This selection from among alternative of a course of action.

- *Productivity:*

A measure of how well resource is brought together in organization and utilized for accomplishing a set result.

- *Management:*

These are made up of top and middle level management. Top management includes shareholder boards of directors and managing director while the middle management includes heads of department manager deputy and assistant deputy.

- *Germane:*

Relevant important or pertinent

- *Heart of their Job:*

As it is used in the research work means their main job.

➤ *Organization of the Study*

This research work is organized in five chapters, for easy understanding, as follows Chapter one is concern with the introduction, which consist of the (overview, of the study), historical background, statement of problem, objectives of the study, research hypotheses, significance of the study, scope and limitation of the study, definition of terms and historical background of the study. Chapter two highlights the theoretical framework on which the study is based, thus the review of related literature. Chapter three deals on the research design and methodology adopted in the study. Chapter four concentrate on the data collection and analysis and presentation of finding. Chapter five gives summary, conclusion, and recommendations made of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

➤ *Introduction*

For a clear cut understanding of this study, the review of related literature will be made in this chapter which in turn will create a focus and better direction. In this light, the literature will discuss first the concept of participation, highlight of expressed views concerning employee participation will be made. Other segments of the literature as leadership style and degree of participation, conditions for participation, influences on participation, arguments for participation, arguments against participation and productivity improvement through participative management and others etc. will be discussed. Management, as defined by Mary Parker Follett is the art of doing things through people to achieve an objective. A vital concept towards attaining objectives is decision making - making a choice out of alternatives. The choice should conceptually benefit the manager, of the business, the subordinates, the owners of the business and more importantly the public. Decisions made by management and implemented through people, that is, the subordinates. The question then is, should the one to implement the decision have a say in what he should implement.

➤ *Concept of Participation*

Several management strategies have been developed to enable organizations attain their objectives, one of which is participatory management. Adeola S. (1994, p. 23) defines participation as the active involvement of subordinates or followers in the making of decisions that directly affect them in the work place. Participation in decision making is generally regarded as a sign of enlightened and democratic management. It may be through the giving and receiving of information, advice and suggestion and the sharing of experience among members of an organization. In management, Murew (1967 p. 83) opined that "participation particularly applies to allowing the employees to have a voice in shaping policies, procedures and processes that directly or indirectly affect". It is therefore a process of sharing among managers and employees. Though the use of participation also, individual members are involved in a wide range of objective setting, problem solving, and decision-making activities of the organization. Davis (1981 p.156) stated that participation is a mental and emotional involvement of persons in group situations that encourage them to contribute to group goals and share responsibility for them. Lewin (1969 p. 21) defined it as a mode of organizational operation in which decisions as to activities are arrived at by the person, who are to execute those decisions. However, participation from my own point of view, I can say is a process in which two or more parties influence each other in making decisions. The parties to the decision making process may be in their capacities as individuals or as groups. In participatory management, management selectively shares, some of its powers with employees. It takes into consideration the wishes and suggestions of the members as well as those of the leader. It is a human relations approach where all members of the group are seen as important contributors to the firm's decisions. Gurin, Veroff and Feld (1979) concluded that participation is really a middle-class value, and grows out of the prior expectations of those being supervised. Vroom (1964) points out two distinctions in the definition of participation. The first he calls "psychological" (you think you are participating in the decision that affect you), and the second "objective" (you actually participate strongly in the decisions that affect you whether you know it or not). Vroom's study is essence shows or through some interesting light on how follower personalities affect participation per se, is not a Programme but rather a dramatic change in the way most companies take decisions and operate on a day-to-day basis, which efficiency and productivity by managers of organizations and on the other hand. The concept of participation in an organization can therefore be summarized as a process by which an organization attempts to unlock the creative potentials of its people by involving them in decisions affecting their work lives. It is a structured effort to enable employees at all levels in an organization to use their knowledge, skills and abilities more effectively in their work and to participate more fully in decisions about their work life.

➤ *Expressed Views Concerning Employee Participation*

Different views have been expressed regarding employee participation. These views range from outright rejection of the idea to religious belief that only participation will make companies productive and competitive. Labour leaders and workers while continuing to press primarily for increased economic benefits and related gains in working conditions, have become increasingly persistent in demands for more direct involvement in the decision making processes of the companies that employ them. Politicians have allied themselves to the union for political gains. Participation has become a familiar focus of political debates in a number of countries where its backers seek legislation to establish new participation formats or expand existing procedures in companies to include more participation. Some executives on the other hand have held on to the belief that worker participation has no place in the enterprise. In the light of the above McFarland (1968 p.502) tells us that the root of participative decision making lies in the company philosophy and managerial style and in the overall organizational climate. Organizational climate as used by McFarland includes people, laws, economic and market conditions and technology. Likert and his associates who conducted elaborate research studies at the institute for social research of the University of Michigan stressed and prescribed participative group management system as universally acceptable which is characterized by high degree of trust, confidence and participation. Here there is a great deal of interaction between managers and subordinates and there is extensive upward and lateral communication. He goes further to say "The leadership and other process of the organization must be such as to insure a maximum probability that in all interaction and in all relationship, within the organization, each member in the light of his background, values, desires, and expectations will view the experience as supportive and one which builds and maintains his sense of personal worth and importance". McGregor (1960 p. 33) follows this theme by emphasizing the desirability of replacing the authoritative theory X by the more democratic participative theory Y. This theory assumes greater motivation and increase fulfilment of both individual needs and organizational

goals. This theory assumes greater motivation and increase fulfilment of both individual needs and organizational goals. The individual will assume responsibility freely and easily, exercise self-direction and self-control. Such organization that operates on this assumption would readily distribute responsibility widely among its managers and would want an individual to participate in setting goals for him and for the organization. In other words this theory emphasizes participation management rather than management by control. Akpala (1990 p. 55) believes that MBO (Management by Objective) to a certain degree can be called a participative management system. Its operation calls for managers at any level to join with their subordinates or their superior to plan the objectives of the respective levels of management. That is, the manager and the subordinate collaborate in setting goals for the subordinate with the understanding that the extent to which these objectives are attained will be the major factor in evaluating and rewarding subordinate's performance. Lundgren (1984) says that "the intent of participation as with much leadership approach is to inspire high productivity and maintain a satisfied work force". To him, participation seeks to achieve these goals through the involvement of subordinates in the decision making process. This concept is contingent on the presumption that participation will increase satisfaction, stimulate interest and thus provoke high productivity. Lundgren however draws attention to the varying degree of participation that can be allowed. He holds that a manager may simply invite questions with respect to a decision he has already made; or he may allow subordinates full freedom to make decisions within a prescribed limit. He goes further to opine that participation result in decision that are perceived as being fair. This is based on the belief that everybody gets a chance to express his views and to appraise the views of others. "For a group that feels involved is more satisfied and more productive than one that does not feel involved". Globe (1972). Maslow (1943) also extended his theory of motivation to emphasize the importance of providing an organizational environment in which the individual can achieve maximum self actualization. This is manifested in workers or employees performing their jobs on a daily basis, knows the taste and distaste of particular jobs, hence the problem associated with them. Therefore, they are in a better position to identify such problems, their magnitude, extent and ramification. They should therefore be allowed to make contributions towards solving such problems or where they cannot provide solutions to such problems they should be allowed to make suggestions on how they would be solved because two heads are better than one. This is based on the fact that participation is pulling of resources (human) together, either individually or collectively, leading to identification and elimination of a particular problem or problems. Heller (1981) states that participation is the most organizational problem of our time because individual members feeling of well being and their self realization are related to participation and its consequences. Kloeze, Molencamp and Reolof (1980) have suggested that participation needs to be explained in terms of degree and direction. The degree of participation in an organization explains the amount of involvement that each individual employee will have in both formulation and implementation. This will be partly determined by the way authority is delegated and also be determined by how influential the participation will be. In other words whether the employees are truly allowed to be involved and are allowed to make decisions or whether they are merely allowed to have some input which is not fully incorporated in decision making (Pseudo-participation) depends largely on the spelt out degree of participation in that organization. Ellon (1960) describes participation as "a man's basic biological process". To him, man being a social creature seeks continuous interaction with other people, his work let alone his attitude is bound to be affected by those interactions. This is because, to a large extent, organizational procedures not only impinge on his task but determine the specification of his role and responsibilities. A study was undertaken to find the effects of participation in government organization. The result of the study indicated that increase involvement in the decision making process resulted in higher worker morale. But the productivity did not rise. The researcher Powell and Schlacter (1971) suggested that the principal reason for the lack of increase in productivity was that many of the workers were not ready to participate. According to them, the workers preferred the dependent relationship found in an authoritarian leadership style. The researchers also pointed out that it takes time for people to become involved and that when they do the very nature of their involvement which they asserted as follows: "The increasing number of relationship and interest, the development of multiple objective and the possible loss of informal leadership are factors which tends to hamper improvement in productivity". The key to effective use of participation the researchers suggested, is the "manager" being able to find out the trade-off point between participation and moral on one hand, and productivity on the other hand which gives him the best overall result. Participation they asserted is one of the most misunderstood ideas that have emerged from the field of human relations. Waldman (1986) put forth that participation of employee is praised by some, condemned by others. He opines the difference in point of view between its proponents and its critics are about as great as those between leaders of "iron curtain" countries and those of the free world when they use the term 'democracy'. Some have claimed that participation of employee is the answer to organizational problems because it helps to eliminate conflicts and disagreement. Others think of participation as a form of managerial abduction. According to such critics participation of employee is a dangerous ideal that will undermine managerial prerogatives and weakens management effectiveness. McGregor et al opine that some group of managers looks at participation as a useful item in their bag of managerial tricks. To such managers, participation is a manipulation device for getting people to do what they want under conditions that delude the participators into thinking that they have had a voice in decision making. In criticizing such manager he says that participation used in such narrow sense would be incorrect. In this view, the effective use of participation is a consequence of managerial point of view which includes confidence in the potentialities of subordinates and the desire to avoid some of the negative emphasis on personal authority. Elton Mayo realized that group activities are effective only when each individual sees his interests as parallel to those of the group. This theory conceptualized in what is generally known as the "Hawthorne Experiments". Argues that individual see themselves as part of a specific group or clan rather than members of society as a whole. Management therefore should follow this clan principle by encouraging workers to work as a group which they can identify with. Usilaner (1986 p. 73) has this to say "a remarkable thing about participation is that it encourages people to accept responsibility for an activity". This happens because participators are self involved in the group so that they want to see that what they participated in works successfully, Clearly, as individuals begin to accept responsibility for group activities, they become more interested in and receptive to team work. This is

because they see it as a means of accomplishing a job for which they are responsible. Davis (1981) says that a person who is actively involved in something is naturally more committed to carrying it out on his own. Such an individual creates responsibility rather than having it forced upon him by delegation. Thus by making him responsible, the individual gains a measure of independence and dignity as a person making his own decisions though these decisions may be heavily influenced by his group environment. All other views regarding participation of employee in the workplace have revolved around these opinions with little or no variation. However, time and experience have taught us that for an organization to survive in today's complex economy; it needs the support and active participation of its employees.

➤ *Leadership Styles and Degree of Participation*

Leadership as defined by Packard (1989) is the process of influencing others to achieve specific objectives in specific situations. However, excluded from leadership are such unduly coercive methods as influencing people with acts of violence? Without this exclusion muggers and hostage - takers are leaders. Leadership refers to something a person accomplishes rather than to his or her personal characteristics. However, characteristics may be used to influence people. The leadership definition presented in this context implies that leader has a sense of direction and the effectiveness of one's attempts to influence is contingent upon unique situational factors. In the light of this Dubrin (1989 p. 330) states that effective organizational leaders are relatively consistent in the way they attempt to influence the behaviour of group members. The manager who makes all the major decisions in one situation is not likely to share decision making in another. Also, the manager who is considerate in one situation is not likely to be insensitive in another. He goes further to say that the relatively consistent pattern of behaviour that characterizes a leader is his or her leadership style. Although the behaviour of most managers is too complex to be described by a single style, and some managers modify their styles is still useful. The classical method of classifying leadership styles arranges leadership behaviour along a continuum of the amount of authority exerted by the leader. Although the origins of this approach are over forty years old, most new approaches to leadership style are rooted in the leadership continuum which begins through the autocratic style, passes through the participative style and ends with the free-rein or democratic style. Lester Richard (1981) goes to define these concepts as Autocratic leader he says maintains most of the authority by issuing orders and telling group members what to do without consulting them. To the autocrat, the basis for leadership is formal authority. A democratic leader he states confers final authority on the group. He or she functions as a collector of opinions and takes a vote before making a decision. A participative leader, is one who shares decision making authority with the group. Participative leadership occupies enough space on the continuum to warrant it been recommended in the management literature dating back to the early 1950s. The nature of an organization determines the degree of participation. A manager does not simply choose to use, or not to use participation. In practice we find varying degrees of influence by subordinates on decisions. Participation on a specific problem may fall anywhere between two extremes: complete centralization of decision making, whereby the manager merely announces his conclusion and tries to get the subordinates to carry out the plan. The degree of participation therefore depends on (a) who initiated ideas; (b) how completely a subordinate carries out each phase of decision making-diagnosing, finding alternatives, estimating consequences, and making the choice; (c) how much weight an executive attaches to the ideas he receives. The greater the initiative, the more complete the coverage, and the greater the weight assigned the higher the degree of participation. (Newman, Summer and Warren 1967 p. 534). Participation in decision making is highly situational and is largely a matter of degree. It should not be thought of as single process or actively but rather a whole range of process and activities. Kloeze, Molencamp and Reolofs (1980) suggested that participation needs to be explained in terms of degree and direction. The degree of participation explains the amount of involvement that each individual employee will have both formulation and implementation. This will be part determined by the way authority is delegated and also be determined by how influential the participation will be. In other words whether the employees are truly allowed to be involved and are allowed to make decisions or either they are merely allowed to have some input which is not fully incorporated in decision making (Pseudoparticipation). Elvis (1995) warns of the dangers of "pseudo participation". This is participation which looks like but is not real participation. True participation means that people can be observed to be spontaneous and free in their discussion. Benard (1992) referred to pseudo-participation as a manipulative device used by management, that is, while maintaining a theory X philosophy, they only recognize the subordinates' inputs only when they conclude with the decision they (management) have already made. According to Guest and Fatchett (1973) the situation where there is said to be sharing of decision making may be no more than a means whereby management controls the situation. The work force (employees) is allowed to "say" as long as what they say has the agreement of management. When they disagree with management, then they are taken away. For participation to effectively take place, the employee's exertion of control should always lead to management alteration or abandonment of proposed plans that affect the employees. There is much controversy over the question of how much autonomy subordinates should have in shaping own goals, as well as those of the unit in which they work, and how strongly the boss should impose his or her views when it comes to goal setting with subordinates. In essence, at one extreme is the position that subordinates should be asked to set their own goals and those of their work unit. The rationale for this approach, according to its advocates, is that it motivates subordinates to do more or be more productive. At the opposite pole are those who take the view that if the boss doesn't know what to expect from subordinates, he or she shouldn't have them on the payroll and therefore should tell people what to do, and when and how to do it (Odiorne 1979, p.285) Actually, neither extreme is a universally applicable style of management, or goal setting. A research evidence indicates that the use of participative management is a discriminatory skill. In short, it shows that participative management works with some kinds of situations and followers and does not work with other kinds of situations and followers. Onuoha has this to say in the light of the above; MBO has been hailed by the advocates of "power equalization" because of the possibilities it holds for the exercise of participative management. Now it is true that participative management is perfectly acceptable as one method of goal setting in management. By Objective (MBO) system. As a system, however, management by objectives works also by

autocratic or top down goal setting. The choice of which method to use, or when to mix them is determined more by the demands of the situation, especially the expectations of subordinates, than by the basic nature of the system itself. Infact the system is really neutral to such value judgement (Onuoha 1994).

➤ *Conditions and Influences on Participation*

Certain prerequisite conditions are necessary for participation to succeed in any organization. Some of these conditions exist in the environment while some actually occur in the individual. These conditions as stated by Davis (1981) are as follows:

- There must be adequate time to participate before action required for participation is hardly appropriate in emergency situations.
- The subject of participation must be relevant to the employee environment; otherwise employees will look upon it merely as busy work.
- The participants should have the ability such as intelligence and knowledge to participate. For example, it is unreasonable to ask security men in a product manufacturing organization to participate in mapping out marketing plans for their products.
- The participants must be able, mutually, to communicate (to talk each other's language) in order to be able to exchange ideas.
- There should be no feeling of threat to either party. If workers think their status will be adversely affected they will not participate. Similarly, if managers feel that authority is threatened, they will not allow participation.
- The potential benefit of participation should be greater than its cost. Participation should not be done at the expense of the organization's work.
- Participation can take place within the area of job freedom. Job freedom for an individual or a department is its area of discretion after all restraints have been applied. Restraints in this context include the framework within which the group makes decisions and such decision cannot violate policy. If these conditions as stated by Keith Daries are followed rigidly and blindly, that is, all of them must obtain in one company before one concludes that participation is not necessary. It is sufficient that some of them must exist in the organization before participation can be practiced. Tannebaum and Schmidt cited in Ike (1996 p. 18) also identified conditions given greater use for participatory management on the part of subordinates, as follows:

- ✓ The subordinates have relatively high needs for independence
- ✓ They are ready to assume responsibility for decision making.
- ✓ They have relatively high tolerance for ambiguity.
- ✓ They are interested in the problems and felt they are important.
- ✓ They have the necessary knowledge and experience to deal with the problems.
- ✓ They have learnt to expect to share in decision making.

Participation then, is like so many other management concepts we can put it to excellent use, provided we apply it to the right problems and circumstances. Economic relatives, the interest of participants, the personality characteristics of participants, the time available for discussion, and the desirability of voluntary cooperation all need to be considered when we decided how far to carry participation (Newman, Summer and Warren 1971). Bennis (1985) also has this to say "Another criterion we should pay attention to when we decide whether participation is desirable or not deals with the characteristics of potential participants. For instance, high mental ability is desirable. A participant need not be exceptional in all respects, but he needs strength in at least one of the following intellectual quantities. Originality, penetrating analysis good memory, or balanced judgement. Participation for unintelligent subordinates clearly must be restricted to limited phases of simple problems. He goes further to highlight that self-confidence also helps make a good participant that a man with confidence in his own ideas feels freeier to express them to his boss and other senior officials, even though his views may not be in harmony with what already has been said. While a particular problem may be so far removed from chief interests of subordinates that they are not willing to devote effort to participating in its solution. Another condition is that participative leadership requires employees who want to participate and who have worthwhile input necessary for the success of using participative decision making depending largely on the situation, it may be appropriate in a particular industrial setting and inappropriate in another setting , cultural differences in the followers and the situation may be inappropriate in determining the appropriate conditions for successful participation (Mary 1996 p. 24), The economic, social and psychological facts of life have dictated the unassuming factors that influence the practice of participative management in different organizational setting. This is possibly because as stated by Burt (1981) changing from an old style of management to a new way that involves employee opinion takes time and money. It also requires a great deal of commitment from management and the employees. Employees involvement, management commitment and the willingness of the organization to invest their time and money; these are the major factors that influence participation. According to Guest and Fatchett (1973), the situation where there is said to be sharing of decision making may be no more than a means whereby management controls the situation. The work force (employees) is allowed to 'say' as long as what they say has the agreement of management then they are taken away. For participation to effectively take place, the employee's exertion of control should always lead to management alternative or abandonment of proposed plans that affect the employees.

➤ *Arguments for Participative Management*

Social scientists have done extensive research in the subjects of leadership, organization, and communications. Some of their discoveries have been widely hailed as breakthrough in management, or new patterns that will eventually supplant existing methods of managing. Most of these work have been extended to the prescriptive conclusion that participative decision making is better than

non-participative decision making. Perhaps the leading exponent of participative decision making has been Douglas McGregor. In describing how management by objectives works he says "Genuine commitment is seldom achieved when objectives are externally imposed. Passive acceptance is the most that can be expected, indifference resistance are the more likely consequences" McGregor (1960). The participative style of leadership has been recommended in the management literature dating back to the early say 1950s. Many organizations today are achieving good results with participative management. A case in point as noted by William (1989 P.332) is Cipher Data Products. He says within one year of implementing participative leadership throughout the firm, the company experienced a 10 percent increase in customer-quality acceptance in every product line. However Cipher used participative leadership styles effectively through careful planning, including a training program and frequent monitoring of results. Participation I can say leads to better decisions because it encourages a spirit of co-operation among those participating but the effect on morale should be regarded as a by-product. Unless the primary aim of a manager in using participation is improved decision making his sincerity will be challenged and the long-run effect on morale may be harmful rather than helpful. Newman (1971 P.538) has also noted that participation is a convenient way for a manager to top the diverse knowledge different viewpoints, and complementary abilities of his subordinates. As with many good things, however, these benefits come at some sacrifice and only under favorable circumstances. Peter (1993) maintains the desirability of participative management and supports his argument as he says "The value of participation had been seen as a contributing factor to optimization of individual freedom and self determinant within a collective context". To him, man being a social creature seeks continuous interaction with other People, his work let alone, his attitude is bound to be affected by those interactions. This is because to a larger extent, organizational procedures not only impinge on his task but determine the specifications of his role and responsibilities. Group participation can also be a powerful means for arriving at an integrated decision. By this we mean a decision that takes into account the needs of the various division of the company and one that each participant personally accepts as the best that can be worked out in the circumstances. Such integration results from effective participation, because everyone present; manager and subordinate is influenced by the facts, information and feelings of everyone else. Integration of decision also reflects a balancing of power as various ideas and information flow among participants. If the manager has the power of the formal organization, if the subordinates can put pressure on the manager, and if the group can exert power on deviant members, then out of all these influences and ideas can come a balanced decision that, although it may not please everyone fully, is more effective and workable in the long run than one arrived at in any other way (Summer, Newman and Warren (1971 p. 544). Participative management as seen by the researcher creates a work environment where less resistance to new methods may result and the problem solving process may produce innovation, technical skills and increased flexibility are equally developed both in the managers and subordinates. Some specific advantages of participative management as advanced by Onuoha et al include the followings.

- *Auditing in Implementation:*

Since employees have influenced on corporate decision, they are happy to implement to the core and there are less resistance to management action.

- *Elevation of Employee Morale*

The workers morale and drive to work towards attaining organizational goals are elevated with participating management in practice.

- *Personnel Development*

Employees are afforded adequate training and opportunity to rise when need arises.

- *Correction of Underemployment*

Workers potentials are fully tapped when forum for expressing their views are provided. This occurs mostly in a brain storming session.

- *Facilitation of Effective Control*

Managers as directors are guaranteed when participatory management is in place.

- *Improved Communication*

The free movement of information is ensured between management and employees. Management is opportune to know what is going on in the lower levels. Finally, since research evidence shows that participative management probably does no harm, and often helps, especially in managing people from middle class background and similar value systems, the appeal that there may be long run social value in participation has not fallen on deaf ears. In this essence, much business managers lead the social scientists in their confidence in the values of participative management, even though they may doubt its efficacy as an infallible spur to productivity.

➤ *Arguments against Participative Management*

The usual arguments against participation tend to revolve around the contingency approach ranging from the system of the organization to capabilities and capacities of that organization in all ramifications. For this reason, Bisocos (1990) suggest that; "Every executive should be aware of the help he might obtain from his subordinates in his planning. Diverse knowledge, different view points, and complementary skills are strong supports when tough decisions have to be made. But participation is not always

desirable. If economic realities or other forces restrict possible alternative, an executive should not try to fool his subordinates that they are helping to reach what is a foregone conclusion. In addition, the capacity and willingness of subordinates to contribute may limit the degree of participation that is feasible, and the pressure of time may prevent its use. Benson (1994 p. 16) argues that "As other companies have learned, participative leadership does create some problems. One executive noted that some managers personally feel a loss of power when participative management is implemented and that another problem is that participative leadership requires employees who want to participate and who have worthwhile input". It has been noted also that participation doesn't have any participation, but are simply told what to do, when to do it, and how to do it.

➤ *Methods of Involving Employees in Decision Making*

Several methods of involving employees in an organization's activity have been identified by management writers amongst which are:

- *Consultation*

This involves seeking opinion of employees on matters affecting the job. Managers consult with their employees in order to encourage them to think about issues and contribute their own ideas before decisions are made. It would also mean briefing the employees on decisions that have been taken and explaining why such action has been taken in order to gain their co-operation. The implication, however, is that employees' suggestions are subject to approval and disapproval of managers. Consultative management has the advantage of managers consulting with his employees at any time without having to go through the red tape required by committee procedures. Also the manager can consult with any number of employees ranging from one to a whole group.

- *Job Enrichment*

This is increasing vertically the responsibilities of employees; asking them greater discretion to make decisions affecting their work without reference to the superior. The essence of job enrichment is to make use of the individual's talent and at the same time giving him increased participation in decision making. An enriched job is seen as the key to improve performance. It involves expanding the decision making capacity of employees. It is only suitable for high level managerial, professional and crafts jobs where the potential for enriching jobs is greater. It has also been found that trade unions dislike job enrichment. A trade union leader in his reaction to dislike for job enrichment said, "If you want to enrich the job, enrich the pay packet, the better the wage the greater the job satisfaction" (Ofstad 1989).

- *Board Representation*

This is the peak of employee participation when employees are represented at the board of a company. It is a new form of employee participation in decision making that emerged in recent times and is gaining much ground though most in the advanced countries. The board is the key decision taker for the organization as they define the corporate objectives and board policies to guide organizational actions. Strategic decision also influences the decisions of the people in the government so that appropriate laws are passed to protect the organization. Commitment to achieve is ensured when employees send someone to be part of the directors. Appointment of employees to company boards should be according to efficiency and competence although experience in labour organization might constitute sufficient evidence of competence (Fatchett 1974).

- *Collective Bargaining*

Collective bargaining or joint consultation is essentially an autonomous system of making job rules between employers and trade unions. It is a situation whereby employees' representatives meet with employers' representatives to haggle and agree on matters affecting employees at work or a process whereby a part in industrial relations makes proposals or demand to another discussing, criticizing explaining, exploring the meaning and efforts of the proposals, seeking to secure acceptance. The negotiation centre around wages and salaries and other conditions such as housing, transport, leave allowances, medical care, pension, gratuity etc. Akpala (1982) defined it as a process of negotiation between workers and employers through their organizations of a contract of employment for the best possible working conditions and terms of employment. The rationale for collective bargaining is agreement but if an agreement was not reached, the action which took place is not less collective bargaining than if the process had ended in agreement. Thus, collective bargaining takes place when one collective action is involved whether or not agreement is reached so long as the two parties have made genuine efforts to reach agreement. The Nigerian Employer's Consultative Association (NECA) in redefining collective bargaining states that "Collective bargaining is a process of decision making. Its overriding purpose is the negotiation of an agreed set of rules to govern the substantive and procedural rules or terms of employment relationship between the bargaining parties".

- *Consultative Councils*

This is where employees' representatives meet at intervals to obtain and send information relating to organizational activities and proffering suggestions on how things are to be done. The council is not supposed to be biased, that is, fighting for the interest of the employers, management may identify a group of managers, say line managers' conference where papers are delivered by some of them and the board would be interested in subject matter of the papers.

- *Management by Objectives*

The concept of management by objectives may also fall in line with participatory management, in that goal congruence takes place when superior and subordinates agree on objectives and performance criteria to judge subordinates' activities. Employees are integrated at taken decisions through management by objectives. Management by objectives is planning done cooperatively between two levels of management, the top level with the middle level with the lower levels to participate in taking decisions that set out corporate, departmental or specific objectives, policies, procedures etc as the case may be (Lawler 1986).

- *Work Ownership Scheme*

This is a situation where employees are not just employees, but part owners of the business. In other words, employees are given right and opportunity to own shares in the business enterprise. The implication is that they (employees) consider any effort as being done for themselves and not for the managers or owners of the business. Shareholding is aimed at democratizing ownership. (Benjamin 1990).

- *Individual Contact*

John (1987 p. 28) opines that this involves day-to-day and face to face exchange of opinions, ideas, information and experience between the managers and his employees on an individual basis, there is no formal preparations required and the employee is made to feel that he is valued both as an employee and as a person. In spite of these advantages there are inherent disadvantages, this is depicted in employees being reluctant to express themselves concerning their job probably due to fear of losing their groups and the work situation. Also some managers feel asking the advice of their employees shows weakness in their leadership ability

➤ *Enhancing Productivity through Participation*

Productivity on its own as a concept has been defined as the output per unit of a factor of production (Imaga, 1996). However, amongst all other productivity measures, labour productivity has received the maximum attention. Labour we know is the most basic or fundamental factor of production. Productivity on the other hand can be improved or enhanced through so many factors for which participative decision making is considered crucial i.e. through people. It is on the light of this that, Flippo and Munsiger (1983) reported that the need for involving subordinates in decision making process in the organization is mainly for productivity and morale. In essence, improvement in productivity arises when subordinates' ideas are stimulated involving them in greater participation on decision-making. To maximize productivity, management must value and nurture its most important assets, namely, people (workers). Authoritative secretive and formal relationships have to be replaced by an environment whereby the importance of every employee is reflected (Knowles 1982 p. 19). Esler (1989, p. 127) also reports that better communication between employees and management will be the key factor in separating successful companies from those that will fail in future years. He goes further to state that certain large multinational cooperation such as IBM, and General Motors have come to appreciate the value of keeping their personnel "involved, informed and interested in company matters... improving productivity will be the single most important factor in determining industry success. Wight (1983) advanced that undoubtedly, "the greatest productivity improvement will come from using our human resources better-from taking the obstacles away from people so that they can do their jobs more effectively. From involving them in the affairs of the organization that concerns them. The real secret of productivity is people. Japanese success is partially dependent upon their ability to accept ambiguity, uncertainty and imperfection in organizational life. They are more willing to invest in people to develop their value orientation and help them gain diverse business experience. This attitude shows that Japan as a country in their business dealings are participative in nature. They adopt collective decision making and also collective responsibility (Beben 1981). A Vice President of a company once said: One thing that makes us successful is people. Our people are not necessarily more talented than our competitors, but they do seem to be more dedicated, more motivated and more integrated to the organization's system. When one actually examines the people that work in excellent companies, one finds out that they are fairly normal people rather than outstanding ones. The difference is that their companies reinforce degrees of winning rather than degrees of losing. Peter and Waterman (1982) reported that "nothing is more enticing than the feeling of being needed which is the magic that produces high expectations". Lundgren (1984) also says that "the intent of participation as with many leaders approach is to inspire high productivity and maintain a satisfied workforce". To him, participation seeks to achieve these goals through the involvement of subordinates in the decision making process. This concept is contingent on the presumption that participation will increase satisfaction, stimulate interest and thus provoke high productivity. Hayes (1981) has this to say "We increase productivity by producing more output with a given number of inputs resources". This implicitly means that the input resources is the human resources which is rated highest in all other resources and every other factors is determined by it in every organization. According to Drucker (1964) "to be productive and efficient, the enterprise needs the abilities, initiative and co-operation of every member more than any previous system of production, its human resources are its greatest asset, and the one least used". It all shows that when an employee is allowed to participate in the organizational decision making, he personally derives joy in seeing what he suggested being implemented. This increases this morale and of course productivity of his organization. Odiorne (1979 p. 90) noted that in the early days of the movement towards more participative management, social scientists were often heard proclaiming the democratic values of permitting workers to take part in shaping the decisions affecting them. But this particular line has practically been abandoned by the new "behavioral scientists" who have steered their studies in the direction of proving that participative management increases productivity. It is pertinent therefore to note that participative management probably does no harm, coupled with the fact that it offers social values in which business should be interested, it can be assumed that it is wise for the manager to try it first, in preference to mere dictatorial methods. It should be recognized, however, that this is hardly a strict application of science in the modern sense.

➤ *Employee Involvement in Decision Making and Culture*

However, one cannot write meaningfully about employee involvement in decision making or PDM without embedding it within a national cultural context (Hofstede, 2001). Thus, Sagie and Aycan, (2003) propose a framework that links various types of PDM to the cultural context. This framework was based on two dimensions of Hofstede: power distance and individualism-collectivism (I/C), as their link with PDM is strongest compared to other cultural dimensions (Heller et al., 1998). Power distance signifies how individuals regard power differentials within the society or firms (Menzel et al., 2006). 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 them (Sagie & Aycan, 2003). On the other hand, individualism collectivism helps 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 (Sagie & Aycan, 2003). According to Sagie and Aycan (2003), 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 PDM: 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 by the superior. In other words, managers provide opportunities for participation on the basis of one's merits (Witte, 1980; Sagie & Aycan, 2003).

CHAPTER THREE

RESEARCH METHODOLOGY

➤ *Research Design*

The researcher used descriptive research survey design in building up this project work the choice of this research design was considered appropriate because of its advantages of identifying attributes of a large population from a group of individuals. The design was suitable for the study as the study sought the impact of employee participation in decision making on organizational productivity

➤ *Sources of Data Collection*

Data were collected from two main sources namely: Primary source and Secondary source

• *Primary Source:*

These are materials of statistical investigation which were collected by the research for a particular purpose. They can be obtained through a survey, observation questionnaire or as experiment; the researcher has adopted the questionnaire method for this study.

• *Secondary Source:*

These are data from textbook Journal handset etc. they arise as byproducts of the same other purposes. Example administration, various other unpublished works and write ups were also used.

➤ *Population of the Study*

Population of a study is a group of persons or aggregate items, things the researcher is interested in getting information the impact of employee participation in decision making on organizational productivity. 200 staff of EMENITE PLC Lagos state was selected randomly by the researcher as the population of the study.

➤ *Sample and Sampling Procedure*

Sample is the set people or items which constitute part of a given population sampling. Due to large size of the target population, the researcher used the Taro Yamani formula to arrive at the sample population of the study.

$$\begin{aligned}
 n &= \frac{N}{1+N(e)^2} \\
 n &= \frac{200}{1+200(0.05)^2} \\
 &= \frac{200}{1+200(0.0025)} \\
 &= \frac{200}{1+0.5} = \frac{200}{1.5} = 133.
 \end{aligned}$$

➤ *Instrument for Data Collection*

The major research instrument used is the questionnaires. This was appropriately moderated. The secretaries were administered with the questionnaires to complete, with or without disclosing their identities. The questionnaire was designed to obtain sufficient and relevant information from the respondents. The primary data contained information extracted from the questionnaires in which the respondents were required to give specific answer to a question by ticking in front of an appropriate answer and administered the same on staff of the two organizations: The questionnaires contained structured questions which were divided into sections A and B.

➤ *Validation of the Research Instrument*

The questionnaire used as the research instrument was subjected to face its validation. This research instrument (questionnaire) adopted was adequately checked and validated by the supervisor his contributions and corrections were included into the final draft of the research instrument used.

➤ *Method of Data Analysis*

The data collected was not an end in itself but it served as a means to an end. The end being the use of the required data to understand the various situations it is with a view to making valuable recommendations and contributions. To this end, the data collected has to be analysis for any meaningful interpretation to come out with some results. It is for this reason that the following methods were adopted in the research project for the analysis of the data collected. For a comprehensive analysis of data collected, emphasis was laid on the use of absolute numbers frequencies of responses and percentages. Answers to the research questions were provided through the comparison of the percentage of workers response to each statement in the questionnaire related to any specified question being considered. Frequency in this study refers to the arrangement of responses in order of magnitude or occurrence while percentage refers to the arrangements of the responses in order of their proportion. The simple percentage method is believed to be straight forward easy to interpret and understand method.

The researcher therefore chooses the simple percentage as the method to use. The formula for percentage is shown as.

$$\% = f/N \times 100/1$$

Where f = frequency of respondent's response N = Total Number of response of the sample

100 = Consistency in the percentage of respondents for each item Contained in questions

CHAPTER FOUR

PRESENTATION ANALYSIS INTERPRETATION OF DATA

➤ Introduction

Efforts will be made at this stage to present, analyze and interpret the data collected during the field survey. This presentation will be based on the responses from the completed questionnaires. The result of this exercise will be summarized in tabular forms for easy references and analysis. It will also show answers to questions relating to the research questions for this research study. The researcher employed simple percentage in the analysis.

➤ Data Analysis

The data collected from the respondents were analyzed in tabular form with simple percentage for easy understanding.

A total of 133(one hundred and thirty three) questionnaires were distributed and 133 questionnaires were returned.

• Question 1

Gender distribution of the respondents.

Table 1 Gender Distribution of the Respondents

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Male	77	57.9	57.9	57.9
Valid Female	56	42.1	42.1	100.0
Total	133	100.0	100.0	

From the above table it shows that 57.9% of the respondents were male while 42.1% of the respondents were female.

Question 2

Table 2 The Positions Held by Respondents

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Processing Engineers	37	27.8	27.8	27.8
Valid Electricians	50	37.6	37.6	65.4
Senior Staff	23	17.3	17.3	82.7
Junior Staff	23	17.3	17.3	100.0
Total	133	100.0	100.0	

The above tables shown that 37 respondents which represents 27.8% of the respondents are processing engineer respondents which represents 37.6 % are electricians 23 respondents which represents 17.3% of the respondents are senior staff, while 23 respondents which represent 17.3% of the respondents are junior staff

• Test of Hypotheses

There is no impact of employee participation in management decision making EMENITE PLC

Table 3 There is No Impact of Employee Participation in Management Decision Making EMENITE PLC

Response	Observed N	Expected N	Residual
Agreed	40	33.3	6.8
strongly agreed	50	33.3	16.8
Disagreed	26	33.3	-7.3
Strongly disagreed	17	33.3	-16.3
Total	133		

✓ Test Statistics

There is no Impact of Employee Participation in Management Decision Making EMENITE PLC	
Chi-Square	19.331 ^a
Df	3
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.3.

✓ *Decision Rule:*

There researcher therefore reject the null hypothesis There is no impact of employee participation in management decision making EMENITE PLC as the calculated value of 19.331 is greater than the critical value of 7.82

Therefore the alternate hypothesis is accepted that there is impact of employee participation in management decision making EMENITE PLC

• *Test of Hypothesis Two*

There is no impact of employee participation in management decision on productivity of the organization

Table 5 There is no Impact of Employee Participation in Management Decision on Productivity of the Organization

Response	Observed N	Expected N	Residual
Yes	73	44.3	28.7
No	33	44.3	-11.3
Undecided	27	44.3	-17.3
Total	133		

✓ *Test Statistics*

	There is no Impact of Employee Participation in Management Decision on Productivity of the Organization
Chi-Square	28.211 ^a
Df	2
Asymp. Sig.	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 44.3.

✓ *Decision Rule:*

There researcher therefore rejects the null hypothesis there is no impact of employee participation in management decision on productivity of the organization as the calculated value of 28.211 is greater than the critical value of 5.99

Therefore, the alternate hypothesis is accepted that state there is impact of employee participation in management decision on productivity of the organization

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

➤ *Introduction*

It is important to ascertain that the objective of this study was to ascertain the impact of employee participation in decision making on organizational productivity. In the preceding chapter, the relevant data collected for this study were presented, critically analyzed and appropriate interpretation given. In this chapter, certain recommendations made which in the opinion of the researcher will be of benefits in addressing the challenge of employee participation in decision making on organizational productivity

➤ *Summary*

This study was on the impact of employee participation in decision making on organizational productivity. Three objectives were raised which included: To assess the impact of employee participation in management decision making EMENITE PLC, to investigate the impact of employee participation in management decision on productivity o the organization, to make recommendation based on the research finding. In line with these objectives, two research hypotheses were formulated and two null hypotheses were posited. The total population for the study is 200 staff of EMENITE PLC, Lagos state. The researcher used questionnaires as the instrument for the data collection. Descriptive Survey research design was adopted for this study. A total of 133 respondents made human processing engineers, electricians, senior staff and junior staff were used for the study. The data collected were presented in tables and analyzed using simple percentages and frequencies

➤ *Conclusion*

Employee participation in decision making has been found to have favorable effects on employee attitude, commitment and productivity even also on the efficiency of the managers. Thus participative management should be seen as an inevitable tool in any organization both public and private. However before this could be done or undertaken, a thorough examination of the organization policy should be looked into and amended to affect this.

➤ *Recommendation*

In this study, some recommendations have been made to increase the importance and benefits of employee's participation in decision making and its recognition.

- Managers should put more effort in encouraging their employees to come up with suggestions and useful decisions and endeavor to incorporate them into the organization's decisions and policy. Managers should increase the frequency and level of worker participation in decision making considering the fact that they are the people carrying out the main operative work as they are in the better position to know what goes on those areas.
- Every organization should endeavor to create a clear-cut understanding and notion of the concept of participative decision making to avoid confusion and clashes of interest between the employees and the managers.
- More importantly is that the main objective of any scheme for participation should be specific and exact in any organization that care to enable workers recognize the areas their suggestions and opinions are most needed.

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APPENDIX**INSTRUCTION**

Please tick or fill in where necessary as the case may be.

➤ *Section A*

1. Gender of respondent

- A male { }
- B female { }

2. Age distribution of respondents

- a) 15-20 { }
- b) 21-30 { }
- c) 31-40 { }
- d) 41-50 { }
- e) 51 and above { }

3. Marital status of respondents?

- (a) married []
- (b) single []
- (c) divorce []

4. Educational qualification off respondents

(a)	SSCE/OND	{ }
(b)	HND/BSC	{ }
(c)	PGD/MSC	{ }
(d)	PHD	{ }

Others.....

5. How long have you been in Emenite plc Lagos

- (a) 0-2 years { }
- (b) 3-5 years { }
- (a) 6-11 years { }
- (b) 11 years and above.....

6. Position held by the respondent in Emenite plc Lagos

- (a) Processing engineer { }
- (b) Electrician { }
- (c) Senior staff { }
- (d) Junior staff { }

7. How long have you been in Emenite plc Lagos?

- (a) 0-2 years { }
- (b) 3-5 years { }
- (c) 6-11 years { }
- (d) 11 years and above.....

➤ Section B

8. There is no impact of employee participation in decision making in organizational productivity?

- (a) Agrees { }
- (b) Strongly agreed { }
- (c) Disagreed { }
- (d) Strongly disagreed { }

9. Some of the decision in the organization are made by employee not management

- (e) Agrees { }
- (f) Strongly agreed { }
- (g) Disagreed { }
- (h) Strongly disagreed { }

10. Organizational productivity is achieved in organization through motivations

- (i) Agreed { }
- (j) Strongly agreed { }
- (k) Disagreed { }
- (l) Strongly disagreed { }

11. Employee cannot make decision in organization?

- (a) Agreed { }
- (b) Strongly agreed { }
- (c) Disagreed { }
- (d) Strongly disagreed { }

12. There is no relationship between employee participation in decision making and organizational productivity

- (a) Agreed { }
- (b) Strongly agreed { }
- (c) Disagreed { }
- (d) Strongly disagreed { }

13. Eminent plc staff are not taking part in decision making of the organization

- (a) Agreed { }
- (b) Strongly agreed { }
- (c) Disagreed { }
- (d) Strongly disagreed { }

14. Some decisions of management of the Eminent plc do affect staff.

- (m) Agreed { }
- (n) Strongly agreed { }
- (o) Disagreed { }
- (p) Strongly disagreed { }

15. There is no staff incentive in decision making of management of Emenite plc?

- (a) Agreed { }
- (b) Strongly agreed { }
- (c) Disagreed { }
- (d) Strongly disagreed { }

16. There is no relationship between employee of Emenite plc and the management?

- (a) Agreed { }
- (b) Strongly agreed { }
- (c) Disagreed { }
- (d) Strongly disagreed { }