



## IMPACT OF PARTICIPATORY DECISION MAKING ON ORGANISATIONAL GOAL ATTAINMENT

Nwanah Chizoba P.<sup>1</sup>

 Ofobruku Sylvester  
Abomeh<sup>2\*</sup>

Okafor Chika M.<sup>3</sup>

Mba Njide M<sup>4</sup>

<sup>1,3,4</sup>Faculty of Business Administration, University of Nigeria, Enugu State, Nigeria

<sup>1</sup>Email: [chizoba1974@gmail.com](mailto:chizoba1974@gmail.com) Tel: +2348037953177

<sup>3</sup>Email: [okaformartha789@yahoo.com](mailto:okaformartha789@yahoo.com) Tel: +2348036000624

<sup>4</sup>Email: [njidemauryimba@yahoo.com](mailto:njidemauryimba@yahoo.com) Tel: +2348037953177

<sup>2</sup>Faculty of Humanities Social and Management Sciences. Edwin Clark University, Delta State, Nigeria

Email: [ufomaeliz@yahoo.com](mailto:ufomaeliz@yahoo.com) Tel: +2348036000624



(+ Corresponding author)

### ABSTRACT

#### Article History

Received: 10 October 2018

Revised: 13 November 2018

Accepted: 21 December 2018

Published: 16 January 2019

#### Keywords

Decision making  
Participatory decision  
Workers participation  
Employee motivation  
Employee productivity  
Goal attainment.

#### JEL Classification:

M10, M19, M50, M59.

The study centred on participatory decision making and organizational goal attainment. This study investigated the extent to which participative decision making affects the organizational goal attainment. The study had a sample size of 136 obtained using the Cochran statistical formula. The study employed a survey research design. The instrument used for data collection was the questionnaire. The data from the responses were presented in frequencies, simple percentages. Three hypotheses were tested using the chi-square  $X^2$  and t-test statistical tools. The study found out that: Employee participation in decision making significantly improves job productivity ( $X^2_{cal} = 2.554 > X^2_{0.5} = 0.6763$ ); employee participation in decision, making relates to employee motivation (F-test = 21.56 >  $f_{t1} = 2.01$ ); the policy of employee participation in decision-making is significant in organizational goal attainment ( $X^2_{Cal} = 1.887 > X^2_{0.5} = 0.6763$ ) The study, based on the above findings, concluded that for the goal attainment of any organization to be achieved successfully depended on the extent to which the organization integrated the workers into the policy formulation and implementation. The study recommends that organizations should adopt the ring show management theory as a way of survival.

**Contribution/Originality:** This study is one of the very few studies which have investigated employees' participatory decision making and organisational goal attainment. Currently there are paucity studies in Abuja that examine organisational goal attainment. This study contributes an important additional dimension in the search for sustainable organisational goal attainment in Nigeria.

## 1. INTRODUCTION

From ancient times, the execution of corporate management has required that proprietors/management would anticipate that employees will effectively carry out the task that is apportioned to them. Kim (2002) argues that while this was a perfectly typical method of getting results through others in the early days of the assembly line and scientific management, its reliable is in doubt in the modern business world. Kim (2002) explains that the trend has changed in that management expects more from its workers than doing simply what is put before them. The practice has changed in that employees anticipate that much can be derived from them by ordinarily working in accordance with the guidance of the manager.

Assenting to the foregoing views, Seibert *et al.* (2004) inform that the rise of such theories as "participative management" and with increasing recognition that employees often have something valuable to contribute (beyond

the accepted units of their normal job duties), has compelled many companies to actively seek methods for inspiring workers to partake more in decision influencing them. The employee then again hopes to be questioned about his employment, and what his thoughts are on how the function should be possible all the more effortlessly, better and quicker. As observed by Ijeoma (2010) the purpose of this adjustment in accentuation that management has found that there is tangible business value in requesting and utilizing the thoughts of individuals at all levels in the corporation. As the primary target of each business, the corporation is long term survival and notwithstanding have a competitive advantage far beyond its rivals rather than beings resembling the biblical seeds that fell by the wayside and died. Ijeoma (2010) states that the mystery of having a competitive advantage over others then lays on the productivity of the venture, including that the expansion in productivity must be accomplished through the organisational workforce. The increase in work life and productivity in a venture begins in the mind. It starts with the improvement of an individual self-esteem and self-worth. It starts with helping an employee develop a higher degree of self-regard

Historically, the concept of employee participation in decision-making can be traced to the Japanese. Wood and Menezes (2011) believed that Japan's success in the business world is attributed to employee participation, adding that "Decision making is shared at the entire phases of management." Irawanto *et al.* (2011) corroborate the historical origin of the participatory decision and further add that decision making in Japanese firms are focused on defining matters or challenges rather than on obtaining solutions. Thus the entire organizational structure is included in the process. Ladd and Marshall (2004) inform that in the United States industrial democracy is practiced, and employees are encouraged to buy shares in companies thereby enabling them to have a say in the management of their organization. According to Ladd and Marshall (2004) in other developed countries like Britain, Yugoslavia, and Germany, participatory management is popular. Ladd and Marshall (2004) explain in Britain and Yugoslavia, it is known as joint consultation and self-management respectively while in Germany, it is known as co-determination.

In Nigeria, participatory management has made some amazing progress. The Nigeria Military Government in 1977 chose to democratize industrial ownership in Nigeria by promulgating the Nigerian indigenization decree, some portion of which gives that 10 percent of equity share of any enterprise on schedule 2 and 3 ought to be held for employees. This is to guarantee that employees have a sense of belonging of in their corporations. Both the state and Federal government of Nigeria have in the past included its citizenry in the management of the concerns and activities of the state. It is in acknowledgment of the important of participation that the military government of Nigeria at some point invited the whole citizenry to take an interest in deciding whether Nigeria ought to acknowledge the IMF loan or not. After a warmed civil argument by "good-natured" Nigerians, the thought was crossed out.

Aside from the Federal and State government acknowledged the need to include citizens in the management of issues of the state, many organizations in Nigeria, mostly the multinationals are engaged in participative management. A.G. Leventis, United African Company (UAC), Reckitt and Benckiser, Procter and Gamble, United Trading company and John Holt call it consultation committee.

Regardless of these confirmations of the presence of participative management in the Nigerian industrial sector, a few people in different nations and a few Nigerians are of the view that genuine participatory management does not exist and can't exist because of under-development, inability to vote based process, political insecurity, and financial instability brought about by continuous changes in financial strategy by the federal government. Participative decision making can be all around engaged in a stable financial condition due to its time sensitive nature and investment in preparing to empower the employee to possess a contributing capability. Additionally, the negative demean or of the Nigerian employee to work does not energize participatory management. They are more inspired by what they will get from the business as far as compensations and other work advantage and not simply the occupation. Such dispositions certainly can't offer ascent to effective optimal participation.

Some scholars' view that participative decision making can be conceivable in a specific segment of the economy and not in all government acquired ventures and parastatal as a result of the government goal to plan gingered popular support for development/advancement purposes. He goes further to state that employees involvement in the multinational organizations, has stayed slippery. Most of these companies are controlled by and depend on their parent bodies abroad for policies and decisions. Among the indigenous employers, particularly the small and medium-sized organization, their attitude to workers is paternalistic and authoritarian. Their engagements are usually enshrined in secrecy. They are cautious of the employees and hence, do not disseminate information nor involve them in decision making. We have experiences of some managers that fail to delegate, as they do not take leaves, even when they do, are still doing some work on leave; going to work, hoard vital documents in their lockers, hence, ensuring that only them can address it in their return, but, participative management is anchored on disseminating information with subordinates.

### 1.1. Statement of the Problem

The issue of whether participative decision making exists in the Nigerian industrial set-up is extremely disputable. A few organizations in Nigeria encourage participative decision making and the government has in the past empowered participative decision making through legislation. Unexpectedly, some management authors in Nigeria are of the position that it doesn't exist and where it does, it is not genuine. Their cause for this position is that the fundamental essential conditions to empower participation in Nigeria are not accessible.

In any case, studies about leadership style have uncovered worker's yearning for inclusion in decision making in their different corporations. Employees are at the same time important elements of the accomplishment of the organizational goals, and thus organizational survival. The reason basically rests on the fact that employees are operators and are in better positions to know the problems they encounter in doing a particular task and how best to solve them.

The problem mainly lies in the fact that participation though obtained has not been clearly understood as well as its benefits. Some executives feel that the decision making procedure is their sole right and all things considered ought to be protected. Again top executive likes to hoard important information from its worker as to create an exceptional aura around themselves.

In the light of the above, this study, therefore, is set to determine the extent of the practice of participative decision making in as well as ascertaining the significant correlation between PDM and the organizational goal attainment. Vision Nigeria limited being among the few organizations in Nigeria that practice, participative management will be examined to show whether the organization practice real participation and the effects of participation on overall productivity and problems encountered therein.

### 1.2. Research Questions:

- i. Does employee participation in decision making significantly increase employee productivity?
- ii. Does the adoption of employee participation in decision making significantly relate to employee motivation?
- iii. What is the general perception of the respondent about participatory decision-making vis-à-vis the organizational goal attainment?

## 2. CONCEPT EMPLOYEE PARTICIPATION

Participative decision-making (PDM) has pulled in scholarly consideration over the last 20 years [Leana et al. \(1990\)](#); [Black and Gregersen \(1997\)](#); [Ladd and Marshall \(2004\)](#). It has been contended that PDM is a component indispensable to enhancing work satisfaction in a corporation [Black and Gregersen \(1997\)](#); [Kim \(2002\)](#). Employee participation had been demonstrated as a management solution for expanding employees satisfaction ([Cotton et al.](#),

1988). As indicated by a scholarly definition, participation is depicted as contribution Vroom (1974). In a few perspectives of corporate researchers, there are several dimensions of participation in the organisation. It involves: employees participation to accomplish their objectives; to get ideas from the workers and to assign obligations to workers (Gibson *et al.*, 1992). Workers participation is viewed as a vital component in the effective usage of new management systems and assumes a vital part in deciding the level of employment satisfaction (Ardichvili *et al.* (2003). This, thusly, builds the dedication of the worker and additionally their inspiration. Besides, Higgins *et al.* (1982) contends that participation is a mental and passionate reflection that will prompt the satisfaction of individual and corporate objectives, particularly if bolstered by the corporation's climate.

Moreover, Brownell (1982) concentrates on individual impact and characterizes participation as an organisational procedure, in which people are included and have an impact on important decisions (that have an impact on them). Subsequently, participation is an organisational instrument, giving employees the privilege to make decisions and the coordinating measure of obligation, so they feel aware of contributing to organisational performance and their motivation increases (Kim, 2002).

Figure 1 demonstrates that in a few conditions participation will unite mental and emotional involvement (Davis and Newstrom, 1997). Participation increases worker inspiration, on the grounds that the commitment toward corporate objectives is actualized. Job satisfaction and effective cooperation with the manager will advance, also, in light of the fact that workers are less worried, there is less conflict but rather more involvement to organization goals and, at last, organizational change is better accepted.

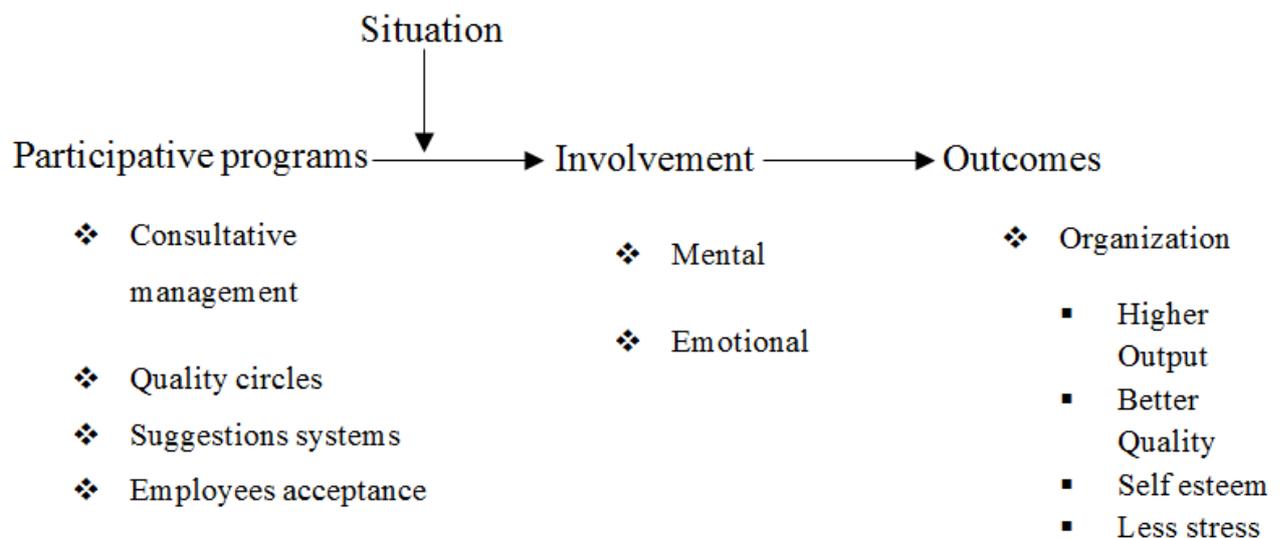


Figure-1. Participation process

Source: Davis and Newstrom (1997)

On the other hand, scholars argue that participation is a joint consultation between employees and managers that brings together to address problems and reach decision working together as a team Davis and Newstrom (1997); Kim (2002). In consultative management, workers' participation is underlined, obliging workers to understand a current issue and later settle on a decision on its answer. There are three ideas emerging from this approach and they are (1) passionate and mental participation: (2) inspiration in adding to the organizational activities and (3) accepting duty. Therefore, employees' participation acts an essential part in the decision-making process, where every one of the levels in a corporation gives important information. Where workers effectively take part in the decision-making process, with their individual objectives being set, they internalize the corporate objectives.

In connection with worker participation, a review by Cadwallader *et al.* (2010) found that few factors decide the connection between workers' interest in decision-making with organizational atmosphere, including efficient

collaboration, better communication. Therefore, the management practice suggested by Cadwallader *et al.* (2010) involves enthusiasm for workers involvement issues. This is because employees' participation decision making motivates them and also enhances effectiveness and productivity, decreases the cost of observing workers and prompts expanded commitment. Besides, a review by Ladd and Marshall (2004) stated that participation in decision-making is critical to workers and, alongside employment satisfaction and effective corporate commitment, is esteemed by them. Workers believe they are doing well, in view of their participation in decision-making and the corporation likewise increases through the positive effect on undertaking and performance effectiveness. Similarly a study by Meyer *et al.* (2004) found that including goal regulation increases employee motivation.

Based on past studies, workers participation in decision-making may possess a vital and particular reason for workers' motivation. Hence, the hypothesis is: Employees are conscious of the participation or involvement in decision-making, e.g. when they discuss recent issues with their peers, they feel secure and the communication flows without boundaries and formal arrangements. Wood and Menezes (2011) posit that top participation management program advances employees' performance. The findings from the study prove that when any type of participation program introduced in decision-making, employees feel that by being involved in this participation program, their motivation increases as well.

An organization needs to increase employees' awareness in participation programs, especially in the decision-making one to increase work motivation. An organization should encourage the introduction of the perfect participation program among their employees, in particular in the decision-making process, to increase their awareness of participation and their work motivation.

### 2.1. Participative Leadership and Organizational Commitment

Participative leaders increase employees' performance by using the motivational mechanism of organizational commitment (Armenakis *et al.*, 1993; Fullan, 1997). The motivational factor of commitment on the participation-performance relationship confirms the motivational theories that emphasize identification and self-control as key motivational forces. These motivational anchored on participation of employees provide subordinates with an opportunity to be involved in and exert influence on the decision making process. Consequently, active participation promotes involvement and commitment, because subordinates develop a greater trust in and rise to a higher level of acceptance of information identified by them Armenakis *et al.* (1993) and Fullan (1997). This participation has been found to promote commitment to decisions that are made and to increase willingness to carry them out in their work with customers.

Although the effect of participation in decision making on organizational commitment is not high, it is generally positive (Sagie *et al.*, 2002). Some scholars argue that a decision is only as good as its implementation and those who participate in making it are usually highly committed to making it fruitful (Robbin *et al.*, 2008). Commitment is heightened if there is a feeling of ownership among subordinates in the sense of believing that they are truly accepted by the superiors as important stakeholders in the organization. This concept of ownership extends to participation in decision making. The employees should, therefore, participate in making those decisions and feel that their ideas have been honoured and that they have contributed to the success of the organization (Armstrong, 2009). The organizational commitment of subordinates increases only if the leader clarifies the values and goals of the organization, and behaves in a participative manner (Suar *et al.*, 2006). Furthermore, enabling subordinates to participate is a leadership behaviour that gives them energy and confidence, develops relationships based on mutual trust, and provides employees with discretion to make decisions. These leadership behaviours are important to productive and satisfied employees with great organizational commitment.

Leaders should allow subordinates to participate in developing goals and strategies, and the satisfaction obtained from achieving those goals has been found to lead to organizational commitment (Beardwell and Holden, 1997). Those subordinates who see their executives as embracing participative administration conduct are more

dedicated to their corporation, more happy with their employments and maintain great performance levels (Yousef, 2000). Along these lines, the capacity of chief executive to effectively utilize a participative style inspires subordinates to submit themselves to the corporation. Additionally, Ofobruku (2013) avow that participative administration style positively is related to corporate commitment. Some researchers likewise opine that this administration style positively affects the commitment of subordinates to the be competent in the performance of their duties (Dolatabadi and Safa, 2010). Tain-Fung *et al.* (2006) state that participative initiative results in improved organisation commitment in service organisations. Besides, different researchers contend that leadership style effect the job performance of subordinates by making a high level of trust (Huang *et al.*, 2010).

## 2.2. Theoretical Framework

Past researchers recommend that participative conduct of executives have a vital part in providing subordinates with the experience of intrinsic motivation, sentiments of self-esteem and feeling of self-determination (Deci *et al.*, 1989). Additionally, Deci *et al.* (1989) affirm the kind of leadership department stimulate a sentiment of "psychological ownership" of subordinates, enhances subordinates' sentiments of trusting in themselves and control, and reduce their feeling of powerlessness (Arnold *et al.*, 2000). Scholars like Leach *et al.* (2003) recommended that participative management conduct may advance the sentiment of empowerment among subordinates.

This sentiment of empowerment or psychological empowerment has been comprehended as a type of intrinsic motivation to perform the job and is appeared in four intellectual dimensions: which meaning, effect, capability, and self-determination (Huang *et al.*, 2010). Past reviews demonstrate that participative administration conduct leads to increased work outcome by reducing intrinsic motivation and psychological empowerment. In that capacity, intrinsic motivation intercedes for the connection between the participative conduct of executives and the organisational commitment of workers, Huang *et al.* (2010). Besides, different researchers demonstrate that psychological empowerment may intervene in the connection between the participative condition and work states of mind Carless (2004); Seibert *et al.* (2004). At the point when subordinates partake in intrinsically motivating work, they may find that the performance of their work is more profiting, and thusly, they are spurred to put more commitment to accomplish their work goals (Organ *et al.*, 2006). Therefore, this study investigated the following hypotheses

- H1: Employees participation in decision making significantly increase productivity
- H2: The adoption of employee participation in decision making is a way of motivating the employees
- H3: The respondents perceive participatory decision making policy significant in organizational goal attainment

## 3. METHODOLOGY

The research method adopted for this study was the survey research design. According to Asika (2010) survey research is a method of sociological investigation that uses questions, based on statistical surveys to collect information about how people think and act. The reason for the choice of the survey research method for this study is because it is used to assess thoughts, opinion, feelings and perceptions of people on a given phenomenon.

### 3.1. Area of Study

The area of study is Vision Nigeria Limited, located at Kubwa express road Abuja, Nigeria

### 3.2. Population and Sample Size of the Study

The population of interest for the study is 340 staff of the Vision Nigeria limited of which 136 respondents were used for the study. To determine the sample size, the Cochran's statistical formula was used as follows;

$$n = \frac{Z^2NPq}{Ne^2 + N^2Pq_{-o}}$$

$$= 136.$$

### 3.3. Research Instrument

The research instrument used for this study was the structured question using the five-point Likert scale format of strongly agreed, agreed, disagreed, strongly disagreed and undecided. It contains a total of 10 questions and 136 copies of the questionnaire were distributed to the staff of the organisation investigated.

## 4. DATA PRESENTATION AND ANALYSIS

The data gathered from this study were presented in simple frequency tables. The chi-square goodness of fit and the f-test were used to test the research hypotheses.

**Table-4.1. Questionnaire Distribution**

Category of Respondents	No Distributed	Percent	No Retrieved	Percent	None Returned	Percent
Mgt staff	18	13.2	16	89	2	11
Other staff	118	86.8	108	92	10	8
<b>Total</b>	<b>136</b>	<b>100</b>	<b>124</b>	<b>91.2</b>	<b>12</b>	<b>8.8</b>

Source: Field Survey, 2018.

The table above revealed that a table of 124 questionnaires was returned from a total of 136 questionnaires distributed. This represented 91.2% returned and 8.8% none-returned.

### 4.1. Analysis of Thematic Data

This section presents and analyses the data to relate to the research objectives/questions.

**Table-4.2. Respondents view that management usually relates them to a major decision**

Variables	No of Respondents	Percentage
Strongly Agreed	88	71
Agreed	20	16
Disagreed	5	4
Strongly Disagreed	0	0
Undecided	11	9
<b>Total</b>	<b>124</b>	<b>100</b>

Source: Field survey, 2018.

In the table above 71% of the respondents strongly agreed with the question while 16% simply agreed.

**Table-4.3 Management usually solicits the views of workers before policy formulation**

Variables	No of Respondents	Percentage
Strongly Agreed	52	42
Agreed	30	24
Disagreed	22	18
Strongly Disagreed	4	3
Undecided	16	13
<b>Total</b>	<b>124</b>	<b>100</b>

Source: Field survey, 2018.

The data in the table above revealed that 52 (42%) and 30 (24%) respondents strongly agreed and agreed respectively to the question. 22 respondents (18%) disagreed while 4 respondents (3%) strongly disagreed. 16 respondents (13%) were undecided.

**Table-4.4.** There are occasions where the input of the subordinates are reflected in management decision

Variables	No of Respondents	Percentage
Strongly Agreed	34	27
Agreed	28	23
Disagreed	20	16
Strongly Disagreed	22	16
Undecided	22	18
<b>Total</b>	<b>124</b>	<b>100</b>

Source: Field survey, 2018.

Table 4.4 above indicated that 34 respondents (27%) strongly agreed while 28 respondents (23%) simple agreed. There is almost an even distribution of the respondent's opinions on the other variables

**Table-4.5.** The management of Vision Nigeria limited practices employees participation in decision making

Variables	No of Respondents	Percentage
Strongly Agreed	66	53
Agreed	38	31
Disagreed	4	3
Strongly Disagreed	2	0
Undecided	16	13
<b>Total</b>	<b>124</b>	<b>100</b>

Source: Field survey, 2018.

The data in the table above indicate that 66 respondents (53%) strongly agreed with the statement while 38 respondents (31%) simply agreed. 16 respondents (13%) were undecided

**Table-4.6.** Employees feel motivated if they participate in decision making

Variables	No of Respondents	Percentage
Strongly Agreed	78	63
Agreed	36	29
Disagreed	0	0
Strongly Disagreed	0	0
Undecided	10	8
<b>Total</b>	<b>124</b>	<b>100</b>

Source: Field survey, 2018.

In the table above, the majority of the respondents affirmed to the statement. While 78 respondents (63%) strongly agreed, 36 respondents (29%) simply agreed. 10 respondents (8%) were undecided.

**Table-4.7.** Employees motivation significantly relates to job productivity.

Variables	No of Respondents	Percentage
Strongly Agreed	58	47
Agreed	44	36
Disagreed	4	3
Strongly Disagreed	4	3
Undecided	14	11
<b>Total</b>	<b>124</b>	<b>100</b>

Source: Field survey, 2018.

The data in the table above indicate that 47% of the respondents (58) strongly agreed with the statement while 36% (44) respondents merely agreed. 4 respondents each (3%) disagreed and strongly disagreed while 14 (19%) respondents were undecided.

Table-4.8. Employee participation in decision making is a good management approach

Variables	No of Respondents	Percentage
Strongly Agreed	72	58
Agreed	42	34
Disagreed	0	0
Strongly Disagreed	0	0
Undecided	10	8
<b>Total</b>	<b>124</b>	<b>100</b>

Source: Field survey, 2018.

72 respondents (58%) strongly agreed with the statement while 42 respondents (34%) merely agreed 10 respondents (8%) were undecided.

Table-4.9. PDM significantly relates to organizational goal attainment

Variables	No of Respondents	Percentage
Strongly Agreed	48	39
Agreed	48	39
Disagreed	10	8
Strongly Disagreed	8	6
Undecided	10	8

Source: Field survey, 2018.

In the table above, the data reveal the 45 responds each (39%) strongly agreed and agreed with the statement. A total of 18 respondents disagreed while 10 respondents were undecided.

## 4.2. Test of Hypotheses

### 4.2.1. Test of Hypothesis 1

**H<sub>0</sub>:** Employees participation in decision making does not significantly improve job productivity.

**H<sub>1</sub>:** Employees participation in decision making significantly increases job productivity.

To test the above hypothesis, the data in table 4.7 were used. From the table, we construct a 5(2) contingency table as below.

Table-4.10. contingency table for H<sub>1</sub>

Options	Categories of Respondents		Total
	Production Dept.	Fin/Admin.	
Strongly Agree	30	28	58
Agree	24	20	44
Strongly Disagree	3	1	4
Disagree	2	2	4
Undecided	8	6	14
<b>Total</b>	<b>67</b>	<b>57</b>	<b>124</b>

Source: Field survey, 2018.

### Operative Assumption:

i. a level of significance  $\alpha = 0.05$

ii. Degree of freedom  $df = \mathcal{L}R$

$(R - 1)(c - 1) = (5-1)(2-1)$

$= 4$

Critical value:  $X^2_{(0.05,4)} = 0.6763$

The test statistic  $= X^2 = \frac{\sum (oi - ei)^2}{Ei}$

Then the expected frequency is calculated

**Decision Rule:** Reject  $H_0$  if  $X^2_{cal} > X^2_{(0.05,4)} = 0.6763$

**Conclusion:** Since our  $X^2_{cal} = 2.554$   
 $> X^2_{(0.05,4)} = 0.6763$ , we

Therefore reject  $H_0$  and conclude that employee participation in decision-making significantly improves job productivity.

**4.2.2. Test of Hypothesis Two**

**H<sub>0</sub>:** The adoption of employee participation in decision making does not relate to employee motivation

**H<sub>a</sub>:** The adoption of employee participation in decision making relates to employee motivation.

The F-test was used to test the hypothesis above using the data in table 4.6

Options	Categories		Total
	Production Dept.	Fin/Admin.	
Strongly Agree	42	36	78
Agree	22	14	36
Strongly Disagree	0	0	0
Disagree	0	0	0
Undecided	6	4	10
<b>Total</b>	<b>70</b>	<b>54</b>	<b>124</b>

**Solution**

**H<sub>0</sub>:** Employee participation in decision making does not relate to employee motivation i.e.  $N_2 = N_3 = N_4 = N_5$

**H<sub>a</sub>:** Employee participation in decision making relates to employee motivation. i.e.  $N_2, N_3, N_4, N_5$  are not all equal.

Using F – test, we have

$$SST = \sum_j \sum_j X_{ij}^2 - \frac{I^2}{rk}$$

$$SSB = \frac{\sum_j T_j^2}{r} - \frac{I^2}{rk}$$

$$SSE = SST - SSB \text{ or } \sum_j \sum_j (X_{ij} - \bar{X})^2$$

Where:

- SST = the total sum of square
- SSB = the sum of sq b/w group variation
- SSE = the error sum of sq
- R = the number of rows
- K = the number of columns

Let  $\alpha = 0.05$

Since  $k = 2, r = 5, k - 1 = 3, k(r-1) = 8(5-1) = 8 \times 4 = 32$ .

$F_{0.05(04,32)} = 2.01$

From the table, using formula

$$SST = \sum_j \sum_j X_{ij}^2 - \frac{T^2}{rk}$$

$$= 42^2 + 22^2 + 0^2 + 0^2 + 6^2 + 36^2 + 14^2 + 0^2 + 0^2 + 4^2 - \frac{(124)^2}{5 \times 2}$$

$$= 3792 - 1537.6 = 2254.4$$

$$SSB = \frac{\sum_j T_j^2}{r} - \frac{T^2}{rk}$$

$$\begin{aligned}
 &= \frac{70^2 + 54^2 - \frac{(124)^2}{5 \times 2}}{5 \times 2} \\
 &= \frac{7816}{5 \times 2} - 1537.6 = 1563.2 \\
 \text{SSE} &= \text{SST} - \text{SSB} \\
 &= 2254.4 - 1563.2 = 691.2
 \end{aligned}$$

**ANOVA TABLE**

SV	DF	SS	MS	F
SST	1	-		-
SSB	4	1563.2	390.8	21.56
SSE	32	691.2	21.6	
<b>TOTAL</b>	<b>37</b>	<b>2254.4</b>	-	

$$\begin{aligned}
 \text{MSB} &= \frac{\text{SSB}}{K-1} = \frac{1563.2}{1} = 1563.2 \\
 \text{MSE} &= \frac{\text{SSE}}{k(r-1)} = \frac{691.2}{2(r-1)} = \frac{691.2}{8} = 86.4 \\
 F_{\text{cal}} &= \frac{\text{MSB}}{\text{MSE}} = \frac{1563.2}{86.4} = 21.56 \\
 F_{\text{cal}} &= 21.56
 \end{aligned}$$

**Decision Rule:**

Reject  $H_0$  if  $F_{\text{calculated}} > F_{0.05(4,32)}$ , otherwise do not reject  $H_0$ . Since  $F_{\text{calculated}} = 21.56 > F_{0.05(4,32)} = 2.01$ , we, therefore, reject  $H_0$  and concluded that the adoption of employee participation in decision making relates to employees motivation.

**4.2.3. Test of Hypothesis Three:**

- H<sub>0</sub>:** The policy of employees’ participation in decision making is not significant for organizational goal attainment.
- H<sub>1</sub>:** The policy of employees’ participation in decision making is significant in organizational goal attainment.

To test the hypothesis above, the data in table 4.9 were used. Therefrom, we compute the contingency table below

**Table-4.11. Contingency Table for H<sub>1</sub>:**

Options	Categories		Total
	Production Dept.	Fin/Admin.	
Strongly Agree	28	20	48
Agree	30	18	48
Strongly Disagree	4	4	8
Disagree	5	5	10
Undecided	6	4	10
<b>Total</b>	<b>73</b>	<b>51</b>	<b>124</b>

Source: Field survey, 2018.

**Operation Assumption:**

- i. Level of significance = 0.05
- ii. Degree of freedom  $df = (R-1)(c-1)$   
 $= (5-1)(2-1) = 4$

**Critical value:**  $X^2_{(0.05,4)} = 0.6763$

The test statistic =  $X^2 = \frac{\sum(o_i - e_i)^2}{e_i}$

Then we compute the expected frequency.

**Decision Rule:** Reject  $H_0$  if  $X^2_{cal}$  is greater than  $X^2_{(0.05,4)} = 0.6763$ , otherwise do not reject  $H_0$ .

**Conclusion:** Since our  $X^2_{cal} = 1.887$

$> X^2_{(0.05,4)} = 0.6763$ , we, therefore, reject  $H_0$  and concluded that the policy of employee participation in decision-making is significant in organizational goal attainment.

## 5. FINDINGS/DISCUSSIONS

Our result/findings reveal that employee participation in decision-making significantly improves job productivity. The chi-square goodness of fit was used to test this hypothesis which results showed that the  $X^2_{cal}$  of  $2.5547 > X^2_{(0.05,4)} = 0.6763$ .

This result is in tandem with the study carried by [Okoth and Orwar \(2016\)](#) which investigated the influence of participatory decision making of Junior Staff at retail markets in Kenya – A study of Urchim Supermarket in Nairobi. Results obtained from this survey showed that success depends on involving the workforce entire capacity to generate new ideas. The study concluded that Junior Staff involvement is one important aspect of an organizational life to achieve increased organizational effectiveness and positive employees' participation.

Our second finding revealed that the adoption of the policy of employee participation in decision making relates to employee motivation. The empirical evidence of these findings was based on the F – test statistical analysis, which results read:

$F_{cal} = 21.56 > F_{0.05,(4,32)} = 2.01$ . This finding aligned with the motivational model of management which formed the bedrock of this research. Motivational model increases the subordinates' feelings of believing in themselves, and the feeling of empowerment. This development makes the subordinate to take ownership of all their operations. The philosopher of the subordinate taking ownership unarguably increases productivity which ultimately leads to goal attainment.

Our third hypothesis which states that participation in decision making policy is significant in organizational goal attainment further received empirical support. Using the chi-square statistical method, the result revealed that at 0.05 level of significant and at 4 degrees F freedom, our calculated chi-square of 1.887 was greater than the table value of 0.6763.

This further aligned with the study carried out by [Ojokuku and Sajuyigbe \(2014\)](#) which evaluated the effects of employee participation in decision making on the performance of the small and medium scale enterprises. The result obtained from this study indicated that PDM has positive effects on organizational commitment.

## 6. CONCLUSION AND RECOMMENDATION

This study examined the influence of the employee participation in decision making on the attainment of the goal of an organization. The area of the study was Abuja and the focus establishment was Vision Nigeria limited. Anchored on the motivation at management model, this study aimed at ascertaining if employees' participation in decision making improves productivity and leads to the organizational goal attainment. The study drew a sample of 136 workers of the vision Nigeria limited and used the Likert scale questionnaire to elicit the requisite data from the respondents.

Result obtained from the survey revealed that

- i. Employee participation in decision making significantly improves job productivity.
- ii. The adoption of the employee participation in decision making relates to employees motivation.
- iii. The respondents perceive the employee participation in decision making as significant in

organizational goal attainment.

Based on the above findings, it is concluded that the life span of any organization depended on the extent to which the organization integrated the workers in the policy formulation and implementation. It is recommended that an organization should adopt the psychological empowerment theory as shown by management theory as a way of organisation goals attainment strategy and organisational survival.

**Funding:** This study received no specific financial support.

**Competing Interests:** The authors declare that they have no competing interests.

**Contributors/Acknowledgement:** All authors contributed equally to the conception and design of the study.

## REFERENCES

- Ardichvili, A., V. Page and T. Wentling, 2003. Motivation and barriers to participation in virtual knowledge-sharing communities of practice. *Journal of Knowledge Management*, 7(1): 64-77. Available at: <https://doi.org/10.1108/13673270310463626>.
- Armenakis, A.A., S.G. Harris and K.W. Mossholder, 1993. Creating readiness for organizational change. *Human Relations*, 46(6): 681-703.
- Armstrong, M., 2009. *Armstrong's handbook of human resources management*. 11th Edn., UK: Kogan Page.
- Arnold, J.A., S. Arad, J.A. Rhoades and F. Drasgow, 2000. The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21(3): 249-269. Available at: [https://doi.org/10.1002/\(sici\)1099-1379\(200005\)21:3<249::aid-job10>3.0.co;2-#](https://doi.org/10.1002/(sici)1099-1379(200005)21:3<249::aid-job10>3.0.co;2-#).
- Asika, N., 2010. *Research methodology in the behavioural sciences*. Lagos: Extorise Nigeria Limited.
- Beardwell, I. and L. Holden, 1997. *Human resource management: Contemporary perspectives*. 2nd Edn., London: Pitman Publishing Ltd.
- Black, J.S. and H.B. Gregersen, 1997. Participative decision-making: An integration of multiple dimensions. *Human Relations*, 50(7): 859-878. Available at: <https://doi.org/10.1177/001872679705000705>.
- Brownell, P., 1982. A field study examination of budgetary participation and locus of control. *The Accounting Review*, 57(4): 766-777.
- Cadwallader, S., C.B. Jarvis, M.J. Bitner and A.L. Ostrom, 2010. Frontline employee motivation to participate in service innovation implementation. *Journal of the Academy of Marketing Science*, 38(2): 219-239. Available at: <https://doi.org/10.1007/s11747-009-0151-3>.
- Carless, S.A., 2004. Does psychological empowerment mediate the relationship between psychological climate and job satisfaction? *Journal of Business and Psychology*, 18(4): 405-425. Available at: <https://doi.org/10.1023/b:jobu.0000028444.77080.c5>.
- Cotton, J.L., D.A. Vollrath, K.L. Froggatt, M.L. Lengnick-Hall and K.R. Jennings, 1988. Employee participation: Diverse forms and different outcomes. *Academy of Management Review*, 13(1): 8-22. Available at: <https://doi.org/10.5465/amr.1988.4306768>.
- Davis, K. and J.W. Newstrom, 1997. *Human behaviour at work: Organizational behavior*. New York: McGraw-Hill Companies.
- Deci, E.L., J.P. Connell and R.M. Ryan, 1989. Self-determination in a work organization. *Journal of Applied Psychology*, 74(4): 580-590.
- Dolatabadi, H.R. and M. Safa, 2010. The effect of directive and participative leadership style on employees' commitment to service quality. *International Bulletin of Business Administration*, 9(1): 31-42.
- Fullan, M.G., 1997. *Change forces*. London: Falmer Press.
- Gibson, H., M.J. Ivancherich, H.L. Grousbeck and D. Smallbone, 1992. Research on strategic groups: Progress and prognosis. *Journal of Management Studies*, 25: 537-555.
- Higgins, E.T., G.A. King and G.H. Mavin, 1982. Individual construct accessibility and subjective impressions and recall. *Journal*

- of Personality and Social Psychology, 43(1): 35-47. Available at: <https://doi.org/10.1037/0022-3514.43.1.35>.
- Huang, X., J. Iun, A. Liu and Y. Gong, 2010. Does participative leadership enhance work performance by inducing empowerment or trust? The differential effects on managerial and non-managerial subordinates. *Journal of Organizational Behavior*, 31(1): 122-143. Available at: <https://doi.org/10.1002/job.636>.
- Ijeoma, B., 2010. Gender issues and leadership effectiveness in Nigerian labour union activities: An Appraisal. University of Lagos. Unpublished Seminar Paper, University of Lagos, Nigeria.
- Irawanto, D.W., P.L. Ramsey and J.C. Ryan, 2011. Tailoring leadership theory to Indonesian culture. *Global Business Review*, 12(3): 355-366. Available at: <https://doi.org/10.1177/097215091101200301>.
- Kim, S., 2002. Participative management and job satisfaction: Lessons for management leadership. *Public Administration Review*, 62(2): 231-241. Available at: <https://doi.org/10.1111/0033-3352.00173>.
- Ladd, S.B. and V. Marshall, 2004. Participation in decision making: A matter of context? *Leadership & Organization Development Journal*, 25(8): 646-662.
- Leach, D.J., T.D. Wall and P.R. Jackson, 2003. The effect of empowerment on job knowledge: An empirical test involving operators of complex technology. *Journal of Occupational and Organizational Psychology*, 76(1): 27-52. Available at: <https://doi.org/10.1348/096317903321208871>.
- Leana, C.R., F.A. Lock and D.M. Schweiger, 1990. Fact and fiction in analyzing research on participative decision making: A critique of Cotton, Vollrath, Froggatt, LengnickHall, and Jennings. *Academy of Management Review*, 15(1): 137-146. Available at: <https://doi.org/10.2307/258110>.
- Meyer, J.P., T.E. Becker and C. Vandenberghe, 2004. Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology*, 89(6): 991-1007. Available at: <https://doi.org/10.1037/0021-9010.89.6.991>.
- Ofofobruku, S.A., 2013. Assessment of leadership style among hospitality business in Abuja. *Arabian Journal of Business and Management Review (Oman Chapter)*, 2(6): 43-57. Available at: <https://doi.org/10.12816/0002287>.
- Ojokuku, R.M. and A.S. Sajuyigbe, 2014. Effect of employee participation in decision making on performance of selected small and medium enterprises in Lagos, Nigeria. *European Journal of Business and Management*, 6(10): 93-97.
- Okoth and Orwar, 2016. Influence of participatory decision making of junior staff at the retail markets in Kenya: An empirical study of Uchumi Supermarket in Nairobi. *International Journal of Education and Research*, 4(2): 1-18.
- Organ, D.W., P.M. Podsakoff and S.B. Mackenzie, 2006. *Organizational citizenship behaviour: Its nature, antecedents, and consequence*. London: Sage.
- Robbin, S.P., R. Bergman, I. Staggs and M. Coutler, 2008. *Foundations of management French forest*. NSW, Australia: Pearson Education.
- Sagie, A., N. Zaidman, Y. Amichai-Hamburger, D. Te'eni and D.G. Schwartz, 2002. An empirical assessment of the loose-tight leadership model: Quantitative and qualitative analyses. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(3): 303-320. Available at: <https://doi.org/10.1002/job.153>.
- Seibert, S.E., S.R. Silver and W.A. Randolph, 2004. Taking empowerment to the next level: A multiple-level model of empowerment, performance, and satisfaction. *Academy of Management Journal*, 47(3): 332-349. Available at: <https://doi.org/10.5465/20159585>.
- Suar, D., H.R. Tewari and K.R. Chaturbedi, 2006. Subordinates' perception of leadership styles and their work behaviour. *Psychology and Developing Societies*, 18(1): 95-114. Available at: <https://doi.org/10.1177/097133360501800106>.
- Tain-Fung, W., M.-H. Tsai, Y.-H. Fey and R.T. Wu, 2006. A study of the relationship between manager. *Asian Journal of Management and Humanity Sciences*, 1(3): 434-452.
- Vroom, V.H., 1974. Decision making and the leadership process. *Journal of Contemporary Business*, 3(4): 47-64.
- Wood, S. and D.L.M. Menezes, 2011. High involvement management, high-performance work systems and well-being. *The International Journal of Human Resource Management*, 22(07): 1586-1610.

Yousef, D.A., 2000. Organizational commitment: A mediator of the relationships of leadership behavior with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1): 6-24. Available at: <https://doi.org/10.1108/02683940010305270>.

*Views and opinions expressed in this article are the views and opinions of the author(s), International Journal of Business, Economics and Management shall not be responsible or answerable for any loss, damage or liability etc. caused in relation to/arising out of the use of the content.*