



Employee Participation In Decision Making And Organizational Productivity In Manufacturing Firms In South-East, Nigeria

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ABSTRACT

This work examined the influence of employee participation in decision making and organizational productivity in selected manufacturing firms in South-East, Nigeria. The study aimed to determine the influence of employee consultation, employee' involvement, employee delegation, on organizational productivity. Relevant theoretical and empirical literatures were examined. This study is anchored on Democratic Participatory Theory. Survey design was adopted. The study was carried out in South-East, Nigeria. The population of the study consisted of 2416 employees of the selected manufacturing firms South- East. The statistical formula devised by Borg and Gall (1973) was employed to determine the sample size of 470. The instrument uses for the study was questionnaire. Face and content validity was adopted while, test re-test and Cronbach Alpha method was carried out to achieve reliability of instruments. Simple percentage analysis was employed to answer the research questions. Linear regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. The result shows that employees' consultation, employees' involvement and employee delegation had a significant positive effect on organizational productivity in manufacturing Firms South-East, Nigeria. The study concluded that employee participation on decision had a positive significant effect on organizational productivity. The study recommends among others that employees should be allowed to make contribution in policy development as they play a major role in policy implementation and this among others will increase organizational productivity through employee delegation.

Keywords: Employee Consultation, Employee' Involvement, Employee Delegation, and Organizational Productivity

INTRODUCTION

The last two decades have witnessed dramatic advancements in technologies, changes in demography, competitions and adjustments in cultural trends. These have resulted in employees' flexibility, higher qualifications and skills to secure employments in organizations from that time. Previously workers are only seen and not heard, in matters regarding their schedules of duty in organizations, but recently in efforts to boost organizational efficiency, employee participation has been an area of academic concern and recent interest (Lawler, 2012).

Employee participation is all about creating an enabling environment in which individuals can have an impact on actions and decisions that influence productivity in their occupation. This makes the management team more proactive in addressing the needs of employees who are considered the organization's greatest asset. Applied management researchers have cited numerous benefits of involving employees in organizational initiatives. They include, enhanced ability in managerial decision-making, positive attitude to work, better workers' welfare, lower operational cost through reduction of waste, high

productivity of workers across all sections of businesses, (Jones, Kalmi & Kauhanen, 2010). These benefits were further summarized into, motivation, commitment, creativity, empowerment and job satisfaction (Light, 2004).

Participation in management initiatives motivates employees to deliver quality services to customers and improve organizational productivity (Bendix, 2010). Carson (2005) believes that an average employee learns under proper conditions and that through proper leadership, management motivates employees and makes them more productive. The strong influences on employees towards higher organizational productivity are therefore contingent on leadership style. A leader who uses participation creates benefits for an organization and its employees, as participation improves productivity of an organization and reduces role conflicts, role uncertainty, absenteeism and employees' turnover (Mendes & Stander, 2011). A high rate of employees' turnover is a huge costs to organizations running in millions of dollars annually through decreases in productivity (Grobler, Warnich, Elbert, Carrell & Hatifield, 2006). The complex and interdependent nature of modern businesses has made participatory governance in the organizations the key to their success and survival. Modern organizations can no longer be managed successfully by the few people in authority.

Now, with the emergence of the theories of "participative management" and with increasing recognition of workers input, employees more often have valuable contributions to make beyond the acceptable limits of their normal schedules. Many companies are now actively engaging employees more than ever in decisions making. The employee on the other hand expects to be asked how he feels about his job, and what his ideas are on how best to carry out particular tasks. Therefore this study

Statement of the Problem

The issue of whether participation of employees in decision making exists in the Nigerian industrial set-up is very controversial. Some Manufacturing firms in Nigeria practice participatory decision making and the government has in the past encouraged participation in decision-making through legislative houses. On the contrary, some management writers in Nigeria are of the opinion that it does not exist and where it does it is not really practiced. Their reason is that the necessary prerequisites for participative decision in Nigeria are not available (employees' involvement employee delegation employee engagement employee commitment). However, research into leadership styles has exposed employee's desire to participate in decision making in their various organizations. Employees are at the same time important element in accomplishing organizational goals, and thus organizational survival.

Numerous studies conducted both locally and internationally have indicated that employee involvement is a deep construct to all facet of human resource management. If issues affecting human resources are not resolved in an appropriate manner, employees fail to fully involve themselves in their job (Ellis and Sorensen, 2007). Research has also evidenced that the more involved employees are, the more likely the organisation is to exceed the industry average in its revenue growth (Hewitt Associates, 2004). Other studies have also indicated that employee involvement is positively related to job performance (Towers Perrin Talent Report, 2003). Thus according to (Heintzman and Marson, 2002) employee involvement is positive predictor of enhanced job performance.

The manufacturing firms in South East like other organization are faced with issues concerning participative management and organizational productivity. Scientist and Researches have cited a lack of an enabling environment and facilities that do not support transfer and implementation of modern technology, lack of exposure and mentorship and non-involvement of employees in decisions that affect their job. Over the year employees have cited poor innovation management capacity, lack of funds to adopt modern technologies and an organizational culture that lacks employee involvement in organizational initiatives as a priority thereby hampering productivity (Kiambati, Kiio, and Toweett, 2013). A number of related studies on employee involvement in various countries have been conducted. Wachira (2013) investigated the connection employee engagement and commitment at bank industries. The findings revealed that employee engagement and employee commitment can be established through job satisfaction and employee manager relationship. This previous study looked at employee engagement levels and job satisfaction while the present study seeks to determine the effect of employee involvement on job performance.

The existing studies were mostly examined from a management point of view and not so much from employee's perspective. Therefore the results of the current study would yield different outcomes and their findings may not apply in the current context because none of the previous researchers have studied effects of employees' involvement and organizational productivity in manufacturing firms in South East, Nigeria. These gaps in knowledge thus necessitated the proposed study and given the critical role that employees play in an organizations. It is these problems that caught the researcher's attention to investigate more on employee's participation in decision making from the prisms of employees' consultation, involvement, delegation, engagement and commitment with regards to organizational productivity in selected manufacturing firms in South-East, Nigeria.

Objectives of the Study

This research to a large extent aims at investigating the potentials of employee participation in decision making, towards enhancement of organizational productivity.

The specific objectives of study include:

1. Examine the effect of employees' consultation on organizational productivity in selected manufacturing firms in South-East, Nigeria.
2. Determine the influence of employees' involvement on organizational productivity in selected manufacturing firms in South-East, Nigeria.
3. Investigate the effect of employee delegation on organizational in selected manufacturing firms in South-East, Nigeria.
4. Examined the effect of employee commitment on organizational productivity in selected manufacturing firms in South-East, Nigeria.

Research Questions

In line with the objectives the follows research questions were formulated

1. To what extent does employees' consultation affect organizational productivity in selected manufacturing firms in South-East, Nigeria?
2. To what degree does employees' involvement influence organizational productivity in selected manufacturing firms in South-East, Nigeria?
3. To what extent does employee delegation influence organizational productivity in selected manufacturing firms in South-East, Nigeria?

Hypotheses

The following hypotheses were formulated to achieve the objectives of the study:

Ho₁: Employee consultation has no significance positive effect on organizational productivity in selected manufacturing firms in South-East, Nigeria.

Ho₂: Employee' involvement has no significance positive effect on organizational productivity in selected manufacturing firms in South-East, Nigeria.

Ho₃: Employee delegation has no significance positive influence on organizational productivity in selected manufacturing firms in South-East, Nigeria.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Employee's Participation

Participative Decision Making means employee participation in decision making. Both are used interchangeable in this paper. Employee Participation or Involvement is defined as a process of involving and empowering employees to use their input towards creating value and improving organizational productivity (Sofijanová & Chatleska, 2013). Employee Participation also means direct involvement or engagement of employees towards applying ideas, expertise, and efforts in solving organizational problems and achieving its goals or objectives.

The term participation according to Bateman & Crant, (2011) include people's involvement in decision making processes, in implementing programs, their sharing in the benefits of development and involvement in efforts to evaluate. The concept of employee participation implies a practice, which gives workers greater opportunity to be involved in decision-making beyond the immediate boundaries of their

jobs (Devi, 2009). Westhuizen (2010) defined employee participation as the totality of forms, that is direct or indirect involvement of individuals and groups to contribute to the decision making process. Beardwell and Claydon (2007) defined employee participation as the distribution of power between employer and employee in decision making processes, either through direct or indirect involvement. In addition, employee participation also refers to employee involvement in decision making at the workplace (Busck, Knudsen & Lind, 2010). Employee Participation represents the combination of task-related practices, which aim at maximizing employee sense of involvement in their work place and their commitment to the wider organization (Bhatti & Nawab 2011). In attempt to define the above concepts different authors or researchers have defined it differently making it to be more multifaceted to understand.

Employee participative in decision making referred to works taking part in decision-making (PDM). In other words shared decision making in the work environment. (Mitchell, 2003). According to Noah (2008), it is a special way allocating in which the subordinate gain greater control, more Freedom to make decision within their job role with making a communication gap between the management and the workers it refers the employee's involvement in a firm's strategic planning activities. A firm can have different grade of employee involvement. Which mean organizations have all level of employees are involved in the planning process but some organizations only top management will involve in planning process. A deep employee involvement in decision making allows the frontline employees who directly communicate with customers (Barringer & leudorn, 2009). McFarland (1968) tells that the root of participative decision making based in the company philosophy and managerial style and in the overall organizational environment. Organizational environment as used by McFarland includes people, laws, economic and market conditions and technology.

Employee participation in decision making is concerned with shared decision making in the work situation (Mitchell, 2010). Locke and Schweiger (2010) define it as 'join decision making' between managers and subordinates. According to Noah (2008), it is a special form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. It refers to the degree of employee's participation in a firm's strategic planning activities. A firm can have a high or low degree of employee participation. A high degree of participation (deep employee involvement in decision making) means that all categories of employees are involved in the planning process.

Decision Making

When defining the management the most important share is the decision making which is the most challenging and most important management function. Decision maker is the most important role. Managers within organizations make decisions based on everything within an organization does. Decisions are the ideas which turn into action and can have a positive or a negative impact because decision are taken under uncertainty and under a risk. The decision making process depends largely on knowledge, experience, skills attitudes and values etc of decision maker. Store and Freeman (1984) Decision making is defined as "the process of identifying and selecting a course of action to solve a particular problem." It can also be defined as a thought process of selecting a logical choice from the available options in decision making process. Studies have showed that employee participation is positively related to performance, satisfaction and productivity of an employee. Participation in decision making make employees gain self-actualization hence increases employees' motivation and job performance. Researcher Moorhead and GrifCin (2004) decision making is defined as selecting between alternative's which considered as an outcome of mental process which primary to the selection of an action among alternative's.

Decision making kind of mapping the consequences of decisions work with the individual factors and choosing the best option or action. Decision making process decision makers options or actions directed by a goal. The several alternative courses of action is linked to various outcomes. The decision maker selects an alternative on the basis of his evaluation of the information (Moorhead and GrifCin, 2004).

Organizational Productivity

Productivity is a measurement or calculation between input and outputs. Inputs are the amount of resources such as human resource, money, time, physical, technological and effort spent working in the organization, while output are the result. If the inputs are equivalent to the outputs, the worker is considered productive. When the organization are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Ikeanyibe, 2009). The importance of higher productivity of the employees in manufacturing firms cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Nwachukwu, 2008).

The existence of any organization is anchored on productivity and its importance cannot be overemphasized. It is the wish of every organization to be productive because productivity forms the cardinal essence for which every organization exist. To attain or increase productivity has led many organizations into constant reshuffling practice. This is in line with Simon (1957) when he rightly noted that "the issue of productivity has been instrumental to most repositioning exercises that go on from time to time in many organizations". In fact productivity has often become the most central, contentious and analytical issues in all organizations be it public or private.

Productivity refers to the real output per unit of labor. It is a powerful driver of international capital flows. Productivity levels seem to be the highest in United States as compared to the euro area, because of higher employment rates in U.S. (Skoczylas & Tissot, 2005). Meneze (2006) defined productivity as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards. Productivity is calculated by comparing total amount of output to the total amount of input used to produce this output (Bojke, 2012).

Theoretical Framework

This study is anchored on Democratic Participatory Theory, Democratic Participatory Theory emphasizes on conditions which are necessary for effective participation and functions performed by participation to the individuals and society. For instance, Rosseau (1956) contended that through participation in decision making, the individual sense of freedom is increased since it gives the worker a very real degree of control over the course of his life and structure of his environment. Again, it serves to increase the value of individual freedom by enabling him to be his own master. Mills (1965) sees the industry as an area where the individual could gain experience in the management of the collective just as he could in government.

The theory viewed the political arena as a kind of market place in which individuals constantly attempt to maximize the benefits and minimize losses they could gather from the political process. It assumes that man is selfish in the sense that each participant would be motivated by the desire to protect or enhance his own personal interest. The theory assumes that increased participation is likely to increase the feeling of efficiency that ordinary citizens possess. This helps to increase the potential so that their actions can have an effect on public policy and lead to a greater sense of control over their communal lives. In essence, greater participation in one sense of life leads to greater participation in other spheres, *i.e.*, the workplace (Pateman, 1970).

Empirical Review

Previous studies have divergent views on the relationship between employee participation and organization productivity. For instance, Dede (2019) examined the relationship between employee participation in decision making and organizational productivity among staff in Cross River State Board of Internal Revenue, Calabar. Motivation theory and qualitative data collection approach were employed. The simple and purposive sampling techniques were used to obtained a sample of 80respondents for study, the questionnaire consisting of 40 question on the various employee participation scenarios and an

interview were administered. Finding from the study indicated that when employees participate in decision making implementation becomes easy, and creates a good working environment, increases commitment and satisfaction on decisions taken and also increases employee's moral since the feel recognized and as part of the team in the organization and the direct consequence of all this improved productivity. The paper recommended that employees should be given the necessary skills and adequate training need in order to promote creativity and innovation in decision making and work attitude as this enhance organizational productivity.

Umar (2019) examined the relationship between employee's participation in decision making on organizational performance. An employee is also referred to as worker. An employee is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Therefore, an employee is hired for a specific job or to provide labour and who works in the service of someone else referred to as the employer. On the other hand, an organization or organisation is an entity comprising multiple people, such as an institution or an association that has a particular purpose. A pilot study requires a range of few respondents (10-30), it was used by picking respondents at random, and the data collected were analysed using tables and percentages. The research work has found out that involving employee in decision-making is very vital and important in achieving the highest peak in performance of an organisation. In addition, Employees' participation in decision making positively affect their morale and enhances productive efficiency in the organization. Employee participation in decision making in an organization influence them positively by making them give in their very best to growth and development of the organisation and Employee's non-participation in decision making in an organisation can result to conflict between management and employees and lead to indifferent to the decision-making reached by the organizational productivity.

Harpreet (2019) examined 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 49 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. 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. In this study, some recommendations have been made to increase the importance and benefits of employee's participation in decision making and its recognition.

Oyebamiji (2018) examined the influence of employees' participation in decision making on organization productivity with particular reference to Ladoke Akintola University of Technology (LAUTECH) Teaching Hospital, Ogbomoso, Oyo State, Nigeria. Purposive random sampling technique was used to select Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso Oyo State, Nigeria, while simple random sampling method was used to select two hundred and five (205) respondents. Data were sourced via a structured questionnaire and frequency, percentage, means, standard deviation and linear regression analysis were employed to analyze the data. Results reveal that both direct participation and representative participation have positive and significant impact on organizational productivity. Furthermore, results indicate that level of employees' participation in decision making in Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso is very low due to unwillingness of management to share decision-making with employees. The study therefore concludes that employees' participation in decisions making is an alternative paradigm to organization productivity.

Nwoko and Emerole (2017) examined the effect of employees' participation in decision making on organizational productivity, with reference to National Root Crops Research Institutes Umudike. Specifically, the study sought to: ascertain the impact of employees' participation in decision making on work commitment and examine the effect of employees' participation in decision making on the productivity of NRCRI Umudike. The study adopted survey research design; primary and secondary data were used. The population of the study consists of all the employees of the institution. Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20. The major findings revealed that: there is a positive relationship between employees' participation in decision making and work commitment of the employees in the institution. Employees participation in decision making has a low positive effect on the productivity of the institution with correlation coefficient. The study concluded that employees' participation in decision making have a positive effect on organizational productivity, and recommends that the management of National Root Crops Research Institutes Umudike should adopt adept participatory approach in administration/decision making in order to encourage employees' affirmative commitment to organizational goals and objectives. Saha and Kumar (2017) assessed the impact of participation in decision making on job satisfaction, group commitment, and group learning. Data were collected from 397 managerial employees working in public sector undertakings across India. Structural equation modeling as a statistical technique and Warp as a statistical tool was used to verify the proposed relationships. The findings of the study suggest that participation in decision making had a positive and significant relationship with job satisfaction. Further, participation in decision making had significant impact on group learning, but had no impact on group commitment. Job satisfaction had a positive and significant impact on group commitment. Group learning was positively and significantly related to job satisfaction and group commitment. The results suggest that employee participation in decision making process is highly desirable as it elevates employee identification with their respective organisation.

Ikechukwu and Chidinma (2017) examine the effects of employee participation on minimum wage determination, with reference to the Nigerian Labour Congress. The study adopted survey research design. The study adopted survey research design. The sample of the study was 500 workers. The instrument used for data collection was a questionnaire. Multiple regression analysis and t-test were used to analyze the data. The major findings reveal that meetings with government representatives, collective bargaining process, and exerting upward pressure on the government and advising government are the major ways that the members of Nigerian Labour Congress actively participate in minimum wage determination in Nigeria.

Udu and Aturu-Aghedo (2016) also examine the impact of participative decision making on the performance in the Federal Airports Authority (FAAN), Lagos, Nigeria. A questionnaire was administered to 1020 young women and men (age range 24-44 years) who were selected through purposive sampling technique. The data collected were analyzed with Bavarian Statistical technique. The findings of the study reveal that the command and control strategy is no longer an adequate model in FAAN; a more collaborative framework that engenders greater organizational commitment and improved performance is in use as at the time of study which is considered appropriate for decision making in organizations.

Isichei, and Ukandi (2015) Investigated employee's participation in decision making and the hospitality industry in Nigeria, a study of selected hotels in the federal capital territory in Abuja. To guide the study, research questions and hypotheses were designed. An in-depth review of related literature was carried out. Primary data method was used for the study and the instrument used was a questionnaire survey designed using the Likert scale questionnaire format and administered to sixty respondents. Test of reliability of research instrument showed a result of .874 using Cronbach Alpha. Content method was used for validity of the research instrument. Two Hypotheses was postulated in line with the objectives and research question to test the significance of the research problems. The study used linear correlation and regression for analysis of data obtained from research instrument, which proved the alternate hypothesis significant in the two hypotheses tested. Findings in the study showed that employee's participation in decision making impacts on the performance of hotels in Nigeria. The study concludes there is a positive

relationship between extent of employee's participation in decision making and organizational performance. The study recommends among others that participation of employees' should not just be partial but holistic to give them a sense of belonging.

Jemilohun, Ekanem and Adebara (2015) assessed the importance of employee participation in organization decision making process, using the Le Meridien Ibom Hotel and Golf Resort, Uyo as a case study. The design of the study was a survey. The instruments used for data collection were questionnaire and interview. The sample for the study was 1743 female undergraduates. The data collected was analysed using multivariate analysis of ANOVA, T-test, Regression and factor analysis. Result shows that gender and level of education had significant effects on employee relevance in the decision making process while the effects of age, grade of staff and employee work division, showed insignificant effects.

Kazimoto, (2016) analyzes factors on employee engagement and performance from selected retailing business enterprises in Wobulenzi-Luweero City, Uganda. A questionnaire was administered to 120 selected respondents, using purposive sampling technique. Measurement was done with the use of descriptive and inferential statistic approaches to consider responses from respondents and make decision accordingly. The study focused on measuring the employee engagement in relation with the organizational performance focusing on non-financial factors. The findings show that the degree of retail employee engagement and the level of job satisfaction were very high in retailing enterprises in Wabulenzi-Luwero city. However, it was observed that in retailing organizations, employees were found it difficult to make equilibrium of work experience and house life with their employment. This study shows that despite the association between employee engagement and job satisfaction, there is no relationship between employee engagement and job assignment, which is an important key factor for organization performance. The results reveal that job assignment is critical for engaging employees to ensure organizations' longevity and profitability.

Erajesvarie and Shamila (2018) examined the impact of employee engagement on organizational performance has attracted much debate over the past two decades. This study examines the impact of employee engagement on organizational performance in an insurance brokerage as well as the factors that influence and shape employee engagement in the context of the organization. To achieve this objective, a qualitative research approach was adopted for this study. Using an inductive approach, interviews were conducted to gain insights into the factors that affect employee engagement and the data was gathered and analyzed using thematic analysis. The key finding of this study was that there is an understanding of the concept of employee engagement and its impact on organizational performance. The study revealed that low engagement affected commitment and motivation levels of staff. The low employee engagement levels were produced by job design, ineffective communication, management approach, participation and incentives in the form of recognition.

Anthony (2017) examined the impact of Employees' Commitment on Organizational Performance in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The three commitments (Affective, Normative, Continuous) have been taken as independent variables and Organizational Performance as the dependent variable. Both descriptive and explanatory research methodologies were adopted in this study. A five point Likert-Type scaled questionnaire was constructed and administered among selected Staff of Eravurpatru Divisional Secretariat. The results of the study indicate that the Employees' Commitment (Affective, Normative, Continuous) are significantly related to Organizational Performance in Eravurpatru Divisional Secretariat. The research findings reveal that there exists positive relationship between the three commitments and Organizational Performance. It has also been proved from the results that there exists strong correlation between the three independent variables and Organizational Performance. These outcomes in turn are associated with guiding the top management for working towards increasing employees' commitment level, and the management should hire employees who are likely to become linked to the organization, this shall have a great impact and take the organization towards promising competitive edge.

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METHODOLOGY

The researcher adopted a specific and scientific procedure in carrying out this research – the survey method. The research area for this study is South-East Geo-Political Zone of Nigeria which comprises five states namely, Anambra State, Enugu State, Imo State, Abia State and Ebonyi State. This study made use of primary data. The population of study was made up of 2416 of the management staff, senior staff and junior staff of the fifteen manufacturing firms in South-East Region of Nigeria. Sample size 470 management staff, senior staff and junior staff using statistical formula devised by Borg and Gall (1973). The instrument employed for data collection is questionnaire constructed by the researcher. The researcher used face and content validity for this study. Test re-test method and Cronbach Alpha was carried out to achieve reliability. the Cronbach's Alpha range of 0.7-0.8. Therefore, it was concluded that all the three independent variables are reliable..

Method of Data Analysis

Linear regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) version 21 was employed to test the hypotheses.

Test of Hypotheses

Hypothesis One

H₀: Employees consultation has no significance positive effect on organizational productivity in selected manufacturing firms in South-East, Nigeria

H₁: Employees consultation has a significance positive effect on organizational productivity in selected manufacturing firms in South-East, Nigeria

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.935 ^a	.873	.873	.51439	.080

a. Predictors: (Constant), Employees consultation

b. Dependent Variable: organizational productivity

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	835.335	1	835.335	3156.979	.000 ^b
1 Residual	121.187	458	.265		
Total	956.522	459			

a. Predictors: (Constant), Employees consultation

b. Dependent Variable: organizational productivity

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.696	.052		-13.324	.000
	Employees consultation	.976	.017	.935	56.187	.000

a. Dependent Variable: Organizational Performance

R = 0.935

R² = 0.873

F = 3156.979

t = 56.187

DW = 0.080

Interpretation:

The regression sum of squares (835.335) is greater than the residual sum of squares (121.187), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.935, indicates that there is positive relationship between employees' consultation and organizational productivity. R square, the coefficient of determination, shows that 0.873% or 87.3% of the variation in organizational productivity is explained by the model.

With the linear regression model, the error of estimate is low, with a value of about .51439. The Durbin Watson statistics of 0.080, which is not more than 2, indicates there is no autocorrelation.

The employees' consultation coefficient of 0.935 indicates a positive significance between employees' consultation and organizational productivity, which is statistically significant (with t = 56.187). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Employees' consultation has a significance positive effect on organizational productivity in selected manufacturing firms in South-East, Nigeria

Hypothesis Two

Ho: Employees' involvement has no significant positive influence on organizational productivity in manufacturing Firms South-East, Nigeria

Hi: Employees' involvement has a significant positive influence on organizational productivity in manufacturing Firms South-East, Nigeria

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.627 ^a	.393	.392	.03514	.143

a. Predictors: (Constant), Employees' involvement

b. Dependent Variable: organizational productivity

ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
	Regression	317.735	1	317.735	296.529	.000 ^b
1	Residual	490.752	458	1.072		
	Total	808.487	459			

a. Predictors: (Constant), Employees' involvement

b. Dependent Variable: Organizational productivity

Coefficients^a

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.674	.080		8.416	.000
	Employees' involvement	.753	.044	.627	17.220	.000

a. Dependent Variable: Organizational productivity

R = 0.627

R² = 0.393

F = 296.529

t = 17.220

DW = 0.143

Interpretation:

The regression sum of squares (317.735) is less than the residual sum of squares (490.752), which indicates that more of the variation in the dependent variable is not explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.627, indicates that there is positive relationship between employee involvement and organizational productivity. R square, the coefficient of determination, shows that 0.393% or 39.3% of the variation in organizational productivity is explained by the model.

With the linear regression model, the error of estimate is low, with a value of about .03514. The Durbin Watson statistics of 0.080, which is not more than 2, indicates there is no autocorrelation.

The employee involvement coefficient of 0.627 indicates a positive significance between employee involvement and organizational productivity, which is statistically significant (with t = 17.220). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Employees' involvement has a significant positive influence on organizational productivity in manufacturing Firms South-East, Nigeria.

Hypothesis Three

Ho: Employee delegation has no significant positive effect on organizational productivity in manufacturing Firms South-East, Nigeria

Hi: Employee delegation has a significant positive effect on organizational productivity in manufacturing Firms South-East, Nigeria.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.987 ^a	.974	.973	.24104	.162

a. Predictors: (Constant), Employee delegation

b. Dependent Variable: Organizational productivity

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	978.416	3	326.139	5613.147	.000 ^b
Residual	26.495	456	.058		
Total	1004.911	459			

a. Predictors: (Constant), Employee delegation

b. Dependent Variable: Organizational productivity

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.447	.031		-14.324	.000
1 Employee delegation	.411	.022	.287	18.561	.000

a. Dependent Variable: Organizational productivity

R = 0.987

R² = 0.974

F = 5613.147

t = (18.561)

DW = 0.162

Interpretation:

The regression sum of squares (978.416) is greater than the residual sum of squares (26.495), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance.

R, the correlation coefficient which has a value of 0.987, indicates that there is positive relationship between employee delegation,. R square, the coefficient of determination, shows that 0.974% or 97.4% of the variation in organizational productivity is explained by the model.

With the linear regression model, the error of estimate is low, with a value of about .24104. The Durbin Watson statistics of 0.162, which is not more than 2, indicates there is no autocorrelation.

The employee delegation coefficient of 0.987 indicates a positive significance between employee delegation and organizational productivity, which is statistically significant (with t = 18.561). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Then we can state that employee delegation has a significant positive effect on organizational productivity in manufacturing Firms South-East, Nigeria.

Summary of Findings

This study examines employee participation on decision making and organizational productivity using selected manufacturing Firms in South-East, Nigeria.. Data were sourced from six manufacturing Firms in South-East. The data generated were analyzed using liner regression analysis and the result shows that

1. Employees' consultation has a significance positive effect on organizational productivity in selected manufacturing firms in South-East, Nigeria. Employees' consultation coefficient of 0.935 indicates a

positive significance between employees' consultation and organizational productivity, which is statistically significant (with $t = 56.187$).

2. The employee involvement coefficient of 0.627 indicates a positive significance between employee involvement and organizational productivity, which is statistically significant (with $t = 17.220$). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Employees' involvement has a significant positive influence on organizational productivity in manufacturing Firms South-East, Nigeria.
3. Employee delegation has a significant positive effect on organizational productivity in manufacturing Firms South-East, Nigeria. Employee delegation had a coefficient of 0.987 indicates a positive significance between employee delegation and organizational productivity, which is statistically significant (with $t = 18.561$).

CONCLUSION

The study concludes that employee participation on decision had a positive significant effect on organizational productivity

RECOMMENDATIONS

Based on the result of the findings and conclusion, the following recommendations are necessary:

1. Management and employees should explore options together; be open to the ideas that a third position exists and that they can get to the idea jointly through employee involvement on decision making.
2. Management must make it a part of its standard policy to ensure all employees opinions, suggestions, view are subjected to their merit and accepted where applicable after employees' consultation.
3. Employees should be allowed to make contribution in policy development as they play a major role in policy implementation and this among others will increase organizational productivity through employee delegation.

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