

**ASSESSMENT OF EMPLOYEES' PARTICIPATION IN DECISION MAKING
AND ORGANISATIONAL PERFORMANCE. (STUDY OF GUINNESS NIG. PLC
IKEJA LAGOS).**

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Abstract

The success or failure of any organization is dependent on the decision and policy formulation of the organization as well as on the people who make these decisions. Organizations are made up of people men and women the employees who carry out assigned functions for the smooth functioning of the organization. The corporate output and performance of the organization are therefore the collective responsibility of those people that are working in the organization (Akpala, 2007). This paper assessed the effect employees' participations in decision making have on organizational performance, with Guinness Nigeria Plc Ikeja as the case study. Various literatures were reviewed in search of secondary data while structured related questions were administered to 200 randomly selected workers of Guinness Nigeria plc. Product Moment Correlation Coefficient Statistical tool through the use of Statistical Package for Social Science (SPSS) was adopted for the hypotheses testing at 0.05 level of significance. Results showed that there is significance relationship between workers participation in decision making and organizational performance. Recommendations were that trust should be built by management during hiring, effective communication, training on employee participation, ability and knowledge skills should be encouraged as well as employee motivation.

Keywords; *Critical Assessment, Employees, participation, decision making, organizational performance.*

Background to the Study

The success or failure of any organization depends on the quality of the people. An organization cannot therefore be better than the people that make it up. The human resources of the organization, the efficient and effective utilization of these people will contribute substantially to the growth and development of the organization in effect; the collective willingness of the people to contribute their best to the organization will determine the success of the organization. There is a popular saying that two heads are better than one, if they agree. This illustrates the concept and importance of participative decision-making in organizations. The interest of workers participation in decision making in Nigeria is a very recent one. In the past, neither the government nor management believed or showed any interest in the idea of involving workers in the decision making of an organization. It is worthy to note that the concept of employee participation in management decision has always been controversial (Adepoju, 2001). The debate on its desirability and effects has been confused by the fact that the actors have different interpretation of its goals, objectives and pitfalls.

Employee participation in management in many ways can be considered a repackaged term for what human resources professionals and business leaders over the years have called motivation, passion and employee commitment (Ketter, 2008). Ketter (2008) argues that it builds upon and goes further than commitment and motivation in management literature.

According to Walker (2006), the principal perspectives in which workers participation in management decision may be seen are as follows: The defense and promotion of workers interest; democracy within the enterprises or power-sharing; reduction of alienation and promotion of personal fulfillment; effective utilization of the human resources of the enterprises; encouragement of co-operative attitude and reduction of industrial conflict; contribution to certain social problems with the enterprises and the community; the social responsibility of the enterprise; a brake in efficiency; and an illegitimate instruction upon managerial prerogatives. Participation is the term used to designate the process by which people (workers) contribute ideas towards the solution of problems affecting the organisation, and their jobs (Beach, 2006). Here, the workers exercise some degree of influence in the decision making process. Participation in decision making process is ego and task involvement of an individual or group. It includes not only the physical contribution of the person, but also his intellectual and emotional involvement in the affairs of the organisation.

According to Newstrom and Davis (2004), participation in management decision is the mental and emotional involvement of a person in a group situation which encourages the worker to contribute to group goals and there responsibility in them. It is the employee's psychological result of supportive management. It is a form of social delegation which serves as a supplement to formal delegation. Participation creates an opportunity for employees to share in the management process which is not always existent in involvement practices (Torrington, Hall & Taylor, 2005). For the purposes of this study, engagement includes employee involvement and participation. Employee engagement is a term that suggests a combination of commitment to the organization, its values and a willingness to help out colleagues thereby, leading to improved business performance (Woodruffe, 2006).

In Nigeria, although prominence of the managerial prerogative is emphasised, that is not at the expense of workers participation, even though the practical difficulties which beset its implementation can be overlooked. Labour representation has been given a legal backing in Nigeria with the promulgation of Trade Union Act of 1973 (Sub 2) which in part, permits workers forming unions for the purpose of workers' representation and consequently participation in decision making process. The manufacturing sector in Nigeria has been a focal subsector; but little is probably known about the influence of its employee involvement in decision making on firms' performance. The particular attention in manufacturing emanates from the conviction that the sector is a potential instrument of modernisation, a creator of jobs, and a generator of positive spill-over effects. Moreover, the growth in manufacturing output has been a key element in the successful transformation of most economies that have seen sustained rises in their per capita income (Soderbom and Teal, 2002). Focus should therefore be on manufacturing and those factors that may foster its growth. Thus, the justification for this study on manufacturing firms in Nigeria. This study is set to examine the relationship between employee participation in decision making and the performance of organisations.

Statement of the Problem

The process of decision making is very essential for the survival of any work organisation. Workers have been an important stakeholder in the corporate world and need to be carried along and consulted in the organisational decision making process. In deviation to this, most organisations often prefer to toll the line of autocratic management style, thus creating an avenue for demoralised disoriented and demotivated workers. The non-participation of workers in the decisions of the organisation is a problem, which leads to low work performance by the workers who see themselves not belonging to "inner caucus" of the

organisation with the negative perception that they are not consulted in the process of decision-making. The extension of lack of management-workers relationship as a result of non-inclusion of the workers in decision-making causes unhealthy organisation climate where in-fighting, lip-service, eye-service, doing work without interest and motivation, low work morale and the resultant poor productivity are the order of the day in the organisation. This situation, without doubt, leads to low productivity in such organisation. Therefore the reason for this study is to see how involvement of workers in organisation can boost their morale, enhance productivity and overall organisational performance.

Objectives of the Study

The main objective of this research is to analyze the relationship between workers participation in decision making and organisational performance. Specifically, the study also aims at doing the following:

1. Establish the relationship between workers participation in decision making and organisational performance
2. Establish the relationship between employee engagement and high performance of workers in an organisation.
3. Determine to what extent workers' involvement in decision making contribute to job satisfaction.
4. To ascertain whether workers' participation in the decision-making bring industrial peace and harmony.

Research Hypothesis

1. H_0 . There is no significant relationship between workers participation in decision making and organisational performance.
2. H_0 : There is no significant relationship between employee engagement and high performance of workers in an organisation.

Literature review

Relevant and related literature in the area of workers participation in decision making in order to give credence to the topic under study. Therefore the literature was reviewed under the followings:

- i. Concept of Workers Participation
- ii. Concept of Decision-Making
- iii. Decision-Making Process
- iv. Factors Influencing Workers' Participation
- v. Limitations to Workers' Participation
- vi. Employee Involvement in Decision Making and Culture
- vii. Benefits of Employee Involvement in Decision Making
- viii. Relationship between Employee Involvement in Decision Making and Firms' Performance

Concept of Workers Participation

Employee involvement in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation (Mitchell, 2003). Locke and Schweiger (2001) define it as 'joint 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 involvement in a firm's strategic planning activities. A firm can have a high or low degree of employee involvement. A high degree of involvement (deep employee involvement in decision making) means that all categories of employees are involved in the planning process. Conversely, a low degree of involvement (shallow employee involvement in decision making) indicates a fairly exclusive planning process (Barringer & Bleudorn, 2004) which involves the top management only.

The attitudes that organisational results come from the top, that effective cultures are derived from the upper echelon, often tend to ignore the power and the contributions of those at lower levels (Woodworth, 2006). Walker (2006) opines that people tend to work harder when they feel that they are part of the total organization. This is unduly recognized as desirable since people develop a sense of commitment when they participate in planning and making choices. Akpala (2007) sees workers' participation in management as any process whereby workers, whether as individuals or through a union or other organization, have a share in the reaching of management decision in the enterprise. This may be through such methods as collective bargaining, consultation, appointment of workers, directors, autonomous work groups, and particular styles of management.

Concept of Decision-Making

Decision making is one of the most crucial activities of management. The necessity to decide is the everyday pre-occupation of management in any types of organization. According to Woodworth (2006), a decision is the selection of alternatives course of action from available alternatives in order to achieve a given aim. It could be described as a choice aimed at achieving optimum result in a given situation.

Decision-making is related to management and it pervades all of management functions. It provides the essential means of control and coordination of activities within a given organization. Most of organizations executive's activities are decision-making: who to employ; which of the employees will be promoted into what positions?; and so on (Gilbert, 2003).

Decision-Making Process

According to Griffiths (2005), decision-making process has been described by many writers as a series of steps. For example, Griffiths has defined the steps as embracing:

1. Recognizing, defining, and limiting the problem;
2. analysing and evaluating the problems;
3. establishing the standards or criteria by which the decision would be judged as acceptable;
4. collecting essential data;
5. formulating and selecting the preferred solution; and
6. Putting into effect the preferred solution.

Desencoff (2004) states that the notion of a decision-making process is that of a systematic sequential approach to making decisions, involving an intelligence activity by which the school organizational environment is searched and scrutinized for situations” or conditions calling for a decision; a design activity which embraces inventing, developing and analysing possible alternative courses of action; and a choice activity by which the decision-maker selects a particular course of action from the possible alternatives.

Factors Influencing Workers' Participation

It is reasonable to consider the possible factors that affect participative decision-making in organizations. It will throw some light on our study concerning the factors that have encouraged or discouraged workers from participating in the decision-making process. Beach (2006) identified three factors that can influence workers' participation, namely: the organization, the manager and the employee. Zivkovic, Mihajlovic & Prvulovic (2009) enumerated four factors that influence workers' participation in decision making as; the degree of unionization, the size of the enterprise, the type of industry, and the form of ownership of the enterprise.

Limitations to Workers' Participation

There is need to consider the limitations of workers' participation in decision-making, that is those elements that impinge on employees' ability to participate in the decision process in their workplace. Beach (2006) was able to identify the following limitations to workers' participation in decision making, the power structure of the organization hierarchy, management of the authoritarian personality, and the pressure to conform to the customary beliefs of group.

Employee Involvement in Decision Making and Culture

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

A culture that is rich with integrity and authenticity as well as a clear dedication to the company values is critical for engaging employees.

Benefits of Employee Involvement in Decision Making

There is an assumption held by many scholars and managers that if employees are adequately informed about matters concerning them and are afforded the opportunity to make decisions relevant to their work, then there will be benefits for both the organisation and the individual (Shadur, Kienzer & Rodwell, 1999). Hence, the following are the benefits of employee involvement in decision making among others;

- a. It increases employee's morale or job satisfaction and enhances productive efficiency (Chang & Lorenzi, 2003).
- b. It provides employees the opportunity to use their private information, which can lead to better decisions for the organisation (Williamson, 2008).
- c. It contributes to greater trust and a sense of control on the part of the employees (Chang & Lorenzi, 2003).

- d. When employees are given the opportunities of contributing their ideas and suggestions in decision making, increased firms' performance may result since deep employee involvement in decision making maximizes viewpoints and a diversity of perspectives (Kemelgor, 2002).

Relationship between Employee Involvement in Decision Making and Firms' Performance

According to Spreitzer, Kizilos & Nason, (1997), workers who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high performance. A significant relationship between frequency of employee's consultation and organisation commitment has also been established (Noah, 2008).

A modern forward-looking business does not keep its employees in the dark about vital decisions affecting them. It trusts them and involves them in decision making at all levels. Employees must be involved if they are to understand the need for creativity and if they are to be committed to changing their behaviour at work, in new and improved ways (Singh, 2009; Kingir and Mesci, 2010).

Markey (2006) contends that there is an association between participation and increased employee morale, reduced labour turnover and employee willingness to accept change. He claims that some research correlates participation with job and status contentment.

Thus, the involvement of workers in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high productivity (Noah, 2008).

Beach (2006) is of the view that any system that creates opportunities for workers to influence decisions tends to generate an atmosphere of friendliness. The benefits of participative management can be summarized as follows:

- There is ease in implementing decisions within the organization.
- There is avoidance of costly mistake.
- There is reduced employee resistance to ideas.
- There is improved job performance at all levels.
- There is enhanced flexibility in the organization.
- There is higher employee morale.

Methodology

Both primary and secondary sources of data were employed. For the primary data, a sample size of two hundred (200) workers of Guinness Nig. Plc. Ikeja was taken from the total population of 384 as determined by Yamane $N/1+N(e)^2$

N =Population, 1 constant, e error margin (5%); $384/1+384=384/1. (0.05)^2$

$n=196$ approximated to 200.

However, this sample involved 16 members of top management staff, 88 members from senior staff cadre, and 96 from members of junior staff cadre. A stratified sampling technique was employed because it groups the population into some definite strata i.e. top, middle and lower level stratum. It also ensures that each population element is given a fair chance of being selected and to ensure each stratum is adequately represented.

While reviews from texts, and journals aided the secondary sources data.

A structured questionnaire was divided into two sections. Section A was devoted to the respondents' bio-data while section B took the format of 4-point Likert scale. It had four optional responses vis-à-vis, Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). This section (Section B) was designed to generate responses that enabled the researchers to answer the research questions and test the hypotheses for the study. The questionnaires were personally administered and were filled immediately to avoid collusion among respondents. Collection was equally made immediately to ascertain a return of the entire questionnaire and verify self response and spontaneity by respondents to avoid people helping them respond to the questions.

The data collected were analysed with the use of simple percentage and frequency counts tables for the analysis of respondents' bio-data (See Appendix 1) and for the research questions, Pearson Product Moment Correlation coefficient statistical tool through the use of the Statistical Package for Social Sciences (SPSS) was adopted for the testing of the hypotheses at 0.05 level of significance. Two major questions and ten questionnaire items were used to test the two formulated hypotheses for this study.

Decision rule: When r-calculated is greater than r-tabulated, reject H_0 and accept H_1 .

When r-calculated is lesser than r-tabulated, accept H_0 and reject H_1 .

Analyses of the Research Questions

Research Question One: Will there be any relationship between workers participation in decision making and organisational performance?

Questionnaire items 1, 2, 3, 4 and 5 of Section B of the research questionnaire were used to answer this research question.

Table 1; Relationship between workers participation in management decision making and organisational performance

S/N	Items	SA	A	SD	D	Total
1.	Workers participation in management increase organisational performance.	131 (65.5%)	51 (25.5%)	8 (4%)	10 (5%)	200 (100%)
2.	For any organisations to face the challenges of the constantly changing environment, workers have to be involved in decision making.	62 (31%)	101 (50.5%)	12 (6%)	25 (12.5%)	200 (100%)
3.	Management of Guinness Nigeria Plc involves workers in decision making.	31 (15.5%)	111 (55.5%)	20 (10%)	38 (19%)	200 (100%)
4.	Workers participation in decision making improves and enhances the image of Guinness Nigeria Plc.	67 (33.5%)	116 (58%)	6 (3%)	11 (5.5%)	200 (100%)
5.	Workers participation brings about quality decision making and improved organisational performance.	68 (34%)	113 (56.5%)	9 (4.5%)	10 (5%)	200 (100%)

Source: Field Survey, 2013.

From the above table, 131(65.5) workers strongly agreed that workers participation in management increase organizational participation. 51(25.5) agreed, 8(4) strongly disagreed, while 10(5) disagreed to the statement.

For many organizations to face the challenges of the constantly changing environment, workers have to be involved in decision making 62 representing 31% strongly agreed, 101(50.5) took the latter agreeing, 12(6) and 25(12.5) strongly disagreed and disagreed respectively showing that workers participation is key to performance. Management of Guinness Nigeria plc involves workers in decision making. 31(15.5) strongly agree, 111(55.5) is the highest agreeing with the statement, 20 and 38 representing 10 and 19 percent of the workers strongly disagreed and disagreed.

For if workers decision making enhances the image of the company, 116 representing 58% agreed, followed by 67(33.5) strongly agreed, 6(3) and 11(5.5) with strongly disagree and disagreed respectively. 113(56.5) and 68(34) Guinness workers agreed and strongly agreed that quality decision making and improved organizational performance come as a result of workers participation in such decision making. Only 9 and 10 workers strongly disagreed and disagreed with the notion.

Research Question Two: Will there be any relationship between employee engagement and high performance of workers in an organisation?

Questionnaire items 6, 7, 8, 9 and 10 of Section B of the research questionnaire were used to answer this question.

Table 2; Relationship between employee engagement and high performance of workers in an Organization

S/N	Items	SA	A	SD	D	Total
6.	The best way to change the perception of a worker in any organisation is to engage him/her in a position of authority.	66 (33%)	79 (39.5%)	13 (6.5%)	42 (21%)	200 (100%)
7.	Allowing me to handle assignments makes me to work hard.	71 (35.5%)	74 (37%)	30 (15%)	25 (12.5%)	200 (100%)
8.	Engagement of employee in decision making has nothing to do with high performance.	18 (9%)	9 (4.5%)	75 (37.5%)	98 (49%)	200 (100%)
9.	Workers' participation in decision making will make workers to work harder and better.	56 (28%)	99 (49.5%)	22 (11%)	23 (11.5%)	200 (100%)
10.	Workers should be involved in any decision making because they are pillars of the organisations.	80 (40%)	100 (50%)	7 (3.5%)	13 (6.5%)	200 (100%)

Source: Field Survey, 2013

Response from the above table shows that 66(33) and 79(39.5) strongly agreed and agreed that the best way to change workers perception in any organization is to engage him/her in a position of authority. 42disagreed with 21% while the least was13(6.5) who strongly disagreed. Allowing the worker to handle assignments makes him to work hard, 71 and 74 representing 35.5% and 37% respectively agreed strongly and agreed. 30(15) & 25(12.5) strongly disagreed and disagreed that doing assignment alone does not enhance their working hard.

However, 98(49) & 75 (37.5) of the workers strongly disagreed and disagreed that engagement of employee in decision making has nothing to do with high performance, they believe they can perform with or without decision making involvement. 18(9) & 9(4.5) strongly agreed and agreed.

Workers should be involved in any decision making as they are pillars of the organisation 100 of the workers representing 50% agreed as highest group, 80(40) strongly agreed, followed by 7(3.5) & 13(6.5) who strongly disagreed and disagreed.

Testing of Hypotheses

Hypothesis One

H₀: There is no significant relationship between workers participation in decision making and organisational performance.

H₁: There is a significant relationship between workers participation in decision making and organisational performance.

In testing this hypothesis, the Pearson Product Moment Correlation Coefficient statistical tool was used with the data in Table 2. The result of the analysis is presented in Table 3 below.

Table 3: Relationship between workers participation in decision making and organisational performance.

Variables	X	Sd	Df	N	r-cal	r-crit
Workers participation in decision making	14.50	2.77	198	200	0.63	0.195
Organisational performance	13.37	2.11				

Table 3 shows that the value of r-calculated (0.63) was greater than the value of r-critical (0.195) given 198 degrees of freedom at 0.05 level of significance. This led to the rejection of null hypothesis and the acceptance of the alternative hypothesis, which states that there is a significant relationship between workers participation in decision making and organisational performance.

Hypothesis Two

H₀: There is no significant relationship between employee engagement and high performance of workers in an organisation.

H₁: There is a significant relationship between employee engagement and high performance of workers in an organisation.

In testing this hypothesis, the Pearson Product Moment Correlation Coefficient statistical tool was used with the data in Table 3. The result of the analysis is presented in Table 4 below.

Table 4: Relationship between employee engagement and high performance of workers in an organisation

Variables	X	Sd	Df	N	r-cal	r-crit
Employee Engagement	15.01	3.14	198	200	0.71	0.195
High Performance of Workers	14.13	2.68				

* Significant at 0.05

Table 4 shows that the value of r-calculated (0.71) was greater than the value of r-critical (0.195) given 198 degrees of freedom at 0.05 level of significance. This led to the rejection of null hypothesis and the acceptance of the alternative hypothesis, which states that there is a significant relationship between employee engagement and high performance of workers in an organisation.

5. Conclusion & Recommendations

It is believed that the effectiveness and efficiency in performing these roles may inter-alia depend largely on employee involvement in decision making of the firms. The findings of this study indicate a significant relationship between employee involvement in decision making and firms' performance. The results also reveal that firms with high employee involvement in decision making outperform firms with low employee involvement in decision making.

In conclusion, it was found that workers participation in decision making has a positive significant impact on organisational and employees' performance.

This study has some important implications for management of manufacturing firms. It signifies the need for manufacturing firms to exhibit high level of commitment to employee involvement in decision making in order to enhance their performance. In other words, an intensive employee involvement in decision making regime is a probable approach for increasing firm performance in competitive markets with uncertainty. This study can also help researchers to better understand the relationship between employee involvement in decision making and firms' performance in the Nigerian manufacturing sector. Thus, if the Nigerian manufacturing sector must grow and be competitive, its managers should encourage increased involvement in employee involvement in decision making activities.

This study has revealed the need for employee engagement for high performance and productivity in organisation and therefore lends support to creating a good organisation's culture that would encourage employees put in their best for organisational success.

Based on the conclusions reached in this study, the following recommendations were made:

1. Trust is crucial element in the employment relationship. Therefore managers and employees should build trust upon which commitment can be generated. Indeed, one of the main barriers to engagement includes lack of trust.
2. There is need for organisation to pay close attention to how employees can be motivated through means such as incentives, rewards, leadership and most importantly their job content and engagement for greater task.
3. For effective workers participation in decision making and organisational performance, workers must have ability, intelligence and knowledge of subject matter involved. The subject for participation must be relevant to the participant's work organisation. It must also be of interest to the participant workers, and they must have common language for effective communication. The problems to be discussed at participation must have to be appropriate i.e. participation should be on those situations and problems that have direct impact on workers involved.
4. Management and workers alike must be trained concerning the need for participation to be taken seriously and what it demand to carry out participation schemes. Workers and managers should not feel that their positions are threatened by participation of workers in decision making. Financial cost of participation should not be allowed to exceed values derivable from it.
5. Workers that would be involved in decision making must have a strong desire to express themselves in their work, exercise their own judgment, assert themselves in their rights and be willing to influence matters.
6. Organisations culture should move from the notion that workers are items to be purchased according to law of demand and supply. Workers and management alike must believe in the concept. Complacency attitude, cynicism and pessimism would not work. Positive organisational work culture full of loyalties and commitment should be imbibed. Organisations should be free from domination and arbitrary authority.

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4. Table 1; Demographic Information of Respondents

Variables	Standard/Level	Frequency	Percentage
Questionnaire distributed	Received	200	100
	Wrongly filled	0	0
Sex	Male	108	54
	Female	92	46
Marital status	Single	112	56
	Married	80	40
	Divorced	8	4
Age group	21-30	84	42
	31-40	72	36 ///
	41 & above	44	22
Academic qualification	NCE/BSC	100	50
	MSC/MBA	80	40
	Ph.D/Ottrs	20	10
Departments	Operations/Production	80	40
	Marketing	100	50
	Human Resources	20	10
Work experience	1-5yrs	82	41
	5-10	97	48.5
	10 & above	21	10.5

Source: Field survey, 2013

The above table explains the demographic data of respondents and results.