

**TITLE PAGE**

**THE IMPACT OF EMPLOYEES PARTICIPATION IN DECISION  
MAKING IN NIGERIAN PUBLIC SECTORS.  
(A CASE STUDY OF POWER HOLDING COMPANY OF  
NIGERIA (PHCN) ENUGU)**

**BY**

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## **APPROVAL PAGE**

This is to certify that the project has been examined, approved and accepted for the award of Bachelor of Science (B.Sc) Industrial Relations and Personnel Management.

The research project titled "Impact of Employees Participation in Decision Making in Nigerian Public Sectors" was conducted by OGBONNA MAUREEN OGECHI under supervision and is hereby recommended for approval.

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## **DEDICATION**

This project is dedicated to the Lord, Almighty God who made me to be what I am today and to be involved in such a marvelous project. To him are all Glory, Honour and Adoration, now and forever, Amen.

Thank you Father.

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## **ABSTRACT**

In a centralized organization, employees are not allowed to participate in decision making. This is because it is feared that they are not competent and as a result will not contribute meaningfully in decision of the organization.

The essence of this project research is to assess the impact of employees participation in decision making in Nigerian public sector. The study was designed with descriptive survey method. Questionnaire interview including library materials were also used in collecting data. A test technique was used in testing for reliability of instrument.

Research questions were posed and the understated hypothesis tested with chi-square method. Employees participation serves as a training and testing ground for future members of upper management, lack of qualified and company oriented individuals undermine employees' participation in decision making and the availability of skilled individuals in organizational decision making promotes productivity.

However, it was concluded accordingly, that employee's participation serves as a training and testing ground for future members of upper management. Lack of qualified and company-oriented individuals undermine employees participation in decision making. Availability of skilled individuals in organizational decision making promotes productivity.

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## **CHAPTER ONE**

### **1.0 INTRODUCTION**

Employee participation is creating an environment in which people have an impact on decision and actions that affect their jobs. Employee participation is not the goal nor is it a tool, as practiced in Nigerian Public sectors. Rather, employee participation is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the on going success of the public sectors.

Anyanwuocha (2003) explained that public sector are government or state owned business organizations, which are usually set up by act of legislation, with the main aim of maximizing public welfare.

Moving decision making power downward in public sector is at the core of what employee participation is all about. Teams are a potentially powerful way to move power downward. The employee participation have also been implemented in the Nigerian public sectors in order to motivate the employees by involving them with the management for taking serious decisions about the public sector.

Research on employee participation begun to provide information on the number and types of programmes that exist, their

structure and their effects on a variety of social-psychological, production and economic issues in the public sector.

To date, little is known about the financial condition of the Nigerian public sectors with employee participation in decision making. Although the popular literature suggest that employee participation in decision making has been implemented in the Nigerian public sector in distress and has been effective in restoring financial health.

### **1.1 BACKGROUND OF THE STUDY**

It should be recent that a decision is a choice whereby a person forms a conclusion about a situation. Gostell L. Wand Zalkind S.S. (1963) defined the term decision making as a choice process, choosing one from among several possibilities. This depicts a course of behaviour about what must be done or vice versa. Decision however translated into concrete action. Planning engenders decision guided by company policy and objectives, policies, procedures and programmes.

The aim of decision making is to channel human behaviour towards a future goal. Decision-making is however one of the most important activities of management. It has been the pre-occupation

of all management of multifarious organization to multi-national corporations.

Managers often consider decision making to be the heart of their job in that they must always choose what is done, who will do it, when, where and most of the time how it will be done.

Traditionally, managers influence the ordinary employees and specifically their immediate subordinate in the organization. This has resulted in managers' unnatural decision even in areas affecting their subordinates. In Germany around 1951 a law was enacted which provides for code termination and requires labour membership in the supervisory board and executive committee of certain large corporation enabling subordinates to participate in decision making process resulted to relatively and peaceful labour management relations.

The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequals. Such power-sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem solving and decision making.

It is in this context the researcher wishes to assess the "impact of employee participation in decision making in Nigerian public

sector” using Power Holdings Company of Nigeria (PHCN) Enugu as a case study.

## **1.2 STATEMENT OF THE PROBLEMS**

There has been a lot of controversy as to whether an employee should participate in management decision making or not. Some writers argued that employees should contribute in making decision more especially where it affects them or their jobs. It is expected that such participation will serve as training and testing ground for future members of upper management.

In Nigeria, experts that refuted the above assertion see the arrangement as a symptom of mal-organization. They maintained that qualified, reasonable, honest and company oriented individuals are not available at these lower organizational levels. But the big question is, are skilled individuals really available? All these underlay the need for an investigative study.

## **1.3 OBJECTIVES OF THE STUDY**

The general purpose of this empirical study is to assess the employee’s participation in managerial decision making in public sector organization in Nigeria with reference to Power Holding Company of Nigeria Enugu. The specific objectives are;

- 1) To assess the impact of employee participation in management decision making.
- 2) To determine the impact of employee participation and non-participation in management decision on productivity of the Nigerian Public Sector.
- 3) To make recommendations based on the research findings.

#### **1.4 SIGNIFICANCE OF THE STUDY**

It is expected that the study will inform the management of the Power Holding Company of Nigeria (PHCN) Enugu that to increase productivity and to ensure harmony between management and the workers, there is need for employees participation in decision making in the organization as it is a good motivation factor. It will also help develop and maintain a quality work life, which will provide an opportunity for employees job satisfaction and self-actualization. It will also aid management of Power Holding Company of Nigeria to introduce modern schemes for good relationship with their workers, to enable them meet the challenges of change in the future.

Finally, this work is also beneficial to the Nigerian Public Sector in general and also important to government, academic potential and future researchers on the issue of employees participation in decision making.

## **1.5 SCOPE OF THE STUDY**

The study is limited as it looks at the impact of employees participation in decision making in Nigerian Public Sectors, A case study of Power Holding Company of Nigeria (PHCN) Enugu. Power Holding Company of Nigeria is typical of public sector, but it has the responsibility of providing the citizenry with power (electricity). And it holds a large population of employees.

## **1.6 LIMITATIONS OF THE STUDY**

In the process of carrying out this project work, the researcher was confronted with many challenges and limitations which are as follows:

**Time:** There was time constraint for the research project and within the time specified, the normal lecturer were also in progress, therefore, the researcher was faced with a lot of stress to combine the research work with her personal affairs and running from one lecture to another. The effect of this work was that the period the researcher was supposed to spend on findings and data collection was limited and as a result more quality work was hindered.

**Finance:** The researcher was also faced with financial problems. Researcher work is very tedious because it requires running from one place to another in search of information, books, Journals, paper

and reports must be consulted but are not always available within, there was the need to travel to gather some of the materials which involved money. Also the researcher printed questionnaires which was distributed to the staff of Power Holding Company of Nigeria (Enugu) which also involved money.

**Quality of Information:** The analysis of the data in chapter four is based on the information provided by the staff of Power Holding Company of Nigeria (PHCN) Enugu. After administering questionnaires, it was expected that the information needed will be provided by both the senior and junior staff of the company. The junior staff were reluctant to provide some of the important information needed. This was on the ground that such information are very secret, and it is called industrial espionage. This challenge also affected the quality of information provided for the research findings.

## **1.7 RESEARCH QUESTIONS**

In a view accomplishing this research work effectively, the researcher poses the following:

- 1) Does management make decision without pre decision and consultation with employees?

- 2) Does management change decision when rejected by employees?
- 3) To what extent do employees participate in decision making?
- 4) How often do employees meet to discuss with managers?

### **1.8 RESEARCH HYPOTHESIS**

The researcher formulates the following based on the objectives and problems of this research work.

Hi: Employees participation serves as a training and testing ground for future members of upper management.

Ho: Employees participation does not serve as a training and testing ground for future members of upper management.

Hi: Lack of qualified and company oriented individuals undermine employees participation in decision making at lower organizational levels.

Ho: Lack of qualified and company oriented individuals does not undermine employees participation in decision making at lower organizational levels.

Hi: Availability of skilled individuals in public sectors decision making promotes productivity.



Ho: Availability of skilled individuals in public sectors decision making does not promote productivity.

## **1.9 DEFINITION OF TERMS**

1) **DECISION MAKING:** The selection from among alternative a course of action.

2) **MANAGEMENT:** Management can be defined as an art of science of achieving the objective of a business in the most efficient way. It is made up of top and middle level management. Top management include: share holders, Board of Director, Managing Directors or the Chief Executive/General Manager above department level. middle level managers include: level of department manager, deputy and assistant managers.

3) **PRODUCTIVITY:** A measure of how well resources are brought together in organization and utilized for accomplishing a set of result.

4) **PUBLIC SECTOR:** This is an organization that is owned and managed by Government.

5) **EMPLOYEES PARTICIPATION:** This is creating an environment in which people have an impact on decisions and actions that affect their jobs in the organization.

## **1.10 THEORETICAL FRAMEWORK**

The Neoclassical theorists recognized the importance of individual or group behaviour and emphasized human relations. Based on the Hawthorne experiments, the neoclassical approach emphasized social or human relationships among the operations, researchers and supervisors (Roethlisberger and Dickson, 1943) it was argued that these considerations were more consequential in determining productivity than mere changes in working conditions. Productivity increase were achieved as a result of high morale, which was influenced by the amount of individual personal and intimate attention workers received through participation in managerial decision making.

The classical approach stressed the formal organization. It was mechanic and ignored major aspects of human nature. In contrast, the neoclassical approach introduced an informal organizational structure and emphasized the following principles.

- 1) Individual: An individual is not a mechanical tool but a distinct social being with aspirations beyond mere fulfillment of a few economic and security works. Individuals differ from each other in pursuing these desires. Thus, an

individual should be recognized as interacting with social and economic factors.

- 2) The work Group: The neoclassical approach highlighted the social facets of work groups or informal organizations that operate within a formal organization. The concept of 'group' and its synergistic benefits were considered important.
- 3) Participative Management: Participative management or decision making permits workers/employees to participate in decision making process. This was a new form of management to ensure increase in productivity.

The system approach views organizations as a system composed or interconnected and thus mutually dependent – subsystem. These sub-system can be perceived as composed of some components, function and process Albrecht (1983). Thus, the organization consists of the following basic elements. Bakke, (1969).

- i) Components: There are 5 basic interdependent parts of the organizing system namely:
  - a) Individual
  - b) The formal and informal organization

- c) Patterns of behaviour emerging from role demands of the organizations.
- d) Role comprehension of the individual
- e) The physical environment in which individuals work.

ii) Linking Processes: The different components of an organization are required to operate in an organized and correlated manner. The interaction between them is contingent upon the linking processes which consist of communication, balance and decision making.

- a) Communication: Is a means for eliciting action, enacting control and effecting coordination to link decision centre in the system in a composite form.
- b) Balance: Is the equilibrium between different parts of the system so that they keep a harmoniously structured relationship with one another.
- c) Decision Analysis is also considered a linking process in the system approach. Decision may be to produce or participate in the system. Decision to produce depends upon the attitude of individuals and the demands of the organization. Decision to participate refers to the individuals decision to

engross themselves in the organization process, that depends on what they get what they are expected to do in participative decision making.

Conclusively, these theories are of the opinion that workers/ employees should be seen as human beings with social and economic needs and as such be allowed to participate in managerial decision making as it affects them.

## **CHAPTER TWO**

### **2.0 INTRODUCTION**

There is hardly any subject matter which had not been previously written about directly or indirectly by others. Therefore, the aim of this chapter is to evaluate these previous write-ups and to determine earlier accomplishments in the fields as well as to disclose where contributions are desirable.

Much have been said and written about the impact of employees participation in decision making in Nigerian public sector. Employee's participation serves as training and testing group for future members of upper management, lack of qualified and oriented individuals undermine employee's participation in decision making and the availability of skilled individuals in organizational decision making promotes productivity.

This chapter is broken into various subsections, review of relevant literature (theoretical review), concept of participation, factors that influence participation, prerequisites for participation, forms of employee participation, different needs for participation, views expressed concerning participation, constraints to participation, the range of options for employee participation, Arguments for participation, Arguments against participation.

## **2.1 THE CONCEPT OF EMPLOYEE PARTICIPATION**

Decision making permeates all aspects of the management process. To every manager therefore, notwithstanding his/her level in the organization, the importance of decision making can never be over emphasized. So also is the need for participation of employees in such managerial decision. Employee participation may be thought of as the growing and receiving of information, advice and suggestions and the sharing of experience among members of an organization. In management, it particularly applies to allowing employees to have a voice in shaping directly or indirectly what affects them. It therefore can be seen as a sharing process among managers and employees.

However, in the process of sharing, employees must be able to display an upward exertion of control over management decisions.

According to Guest and Fat Chart (1974), the situation where there is to be sharing of decision making may be no more than a means whereby management controls the situations.

The workforce (employees) is allowed to 'say' as long as what they say has an agreement. When they disagree with management, then they are taken away. Employees' exertion of control should in a way lead to management's alteration or abandonment of proposed plans that affect the employees.

Participation of employees in managerial decision making is not applicable to all organization. Varying leadership style is characterized by the centralization of the decision making process on the manager himself. Being an autocratic leader, the manager is seen as one who commands and expects compliance. The dominant force involved is power. However, since the managers view authority as the only means of getting this done, performance of employees as expected is always minimal.

Participation should not be thought of as a single process or activity but rather as a whole range of processes and activities. Tannaebaum and Schimidt (1974) described it as a continuum of process ranging from the autocratic leadership style as also described as free rein management because of its very little control on influence over group members.

It is seen that between direct and indirect participation. These are the benevolent autocracy, consultative management, participation committee and democratic management. Mc Greg (1960) described benevolent autocracy when he said:

“A group of managers view participation as a useful item in their herd of managerial tricks. It is for them a manipulative device for getting people to do what they want, under condition which include the participations, into thinking they have



had a voice in decision-making, the idea is to handle them skillfully that they came up with the answer which the manager had in the first place, but believing it was their own”.

In the participative/democratic, managers possess the decision-making itself to his group with himself as a member. However, before doing so, he defines the boundaries within which the decision must be made.

It is assumed that growing or sharing of information is an essential step in the process of participation and one of the first in moving toward a more complete participation. A manager therefore, depending on the people under him and the situation at hand must vary his participative approaches.

According to Guest and Knight (1960), some obscure have noted that while a continuum is a useful way of conceptualizing participation, it does not in itself provide a definition. Furthermore, if a definition does not use a control, then some of the approaches falling on the continuum cannot be classified as genuine participation. The authors referred as Pata man who used the term “pseudo-participation” to refer to information giving and other forms of activity where workers influence is minimal and which, at worst

might therefore be a little more than the sophisticated schemes of management manipulation.

The concept of participation must be distinguished from delegation even though both terms seemingly are the same. Although in terms of participation and delegation, the manager feels he is giving away 'something' especially a thing that will weaken his position, but the terms are still at variance with each other. Delegation involves the assignment of duties, authority and responsibility to subordinates. It is the vesting of decision making power in the subordinates, unlike participation where the manager reserves the right to make the main decision and responsibility for such decision so made.

Notwithstanding, the above difference however, a manager can inadvertently delegate decision making to his subordinates under the guise of participation. This is commonly found in the laissez-faire style of leadership. Nevertheless, in this situation, the responsibility for the decision made still belongs to the manager. This distinction must be made therefore, for a proper understanding of what participation involves and more specifically employee's participation in managerial decision making.

According to Salamon, M. (1992), points straight away to this difficulty and acknowledges that employee participation is a term capable of at least three different meanings.

In one sense, it can be seen as a socio-political concept or philosophy of industrial organization, and in this sense it is more appropriately termed "workers control" or "industrial democracy", since employee self-management or control is the objective.

A second use or meaning is as a generic term encompassing all processes and institution. The widest interpretation of this includes the whole spectrum of management – employee relationships from simple information giving by management through to workers control.

The third interpretation of the term employee participation which Salamon identifies is one which seeks to distinguish it from the traditional process of collective bargaining and the subject matter of that bargaining. It is defined as a philosophy or style of management recognizing both the need and right of employees to be involved with management in processes which extend employee influence into 'new' areas of organizational decision making and which are less 'distributive' in their concerns and orientation, and more concerned with the joint determination and resolution of problems.

There are four different perspectives or models of participation which includes:

- i) One which emanates from a belief that participation enhances job satisfaction.
- ii) A second which believes that participation, or perhaps more specifically involvement programmes will enhance committee and that commitment leads to enhanced performance.
- iii) A third approach links participation with enhanced co-operation and reduced levels of conflict.
- iv) The fourth approach links 'real' participation to those situations in which there is some actual transfer of control from management to labour, and tends to dismiss much 'participation' as no more than cosmetic or a sham.

## **2.2 FACTORS THAT INFLUENCE PARTICIPATION**

There are generally three (3) principal factors that influence the concept of participation. These are:

- 1) **THE ORGANISATION:** For effective participation to take place, the organization must provide a psychological climate conducive for participation. This means first, that it must initiate and encourage a two way flow of information. If information is directed

only one way down, there is no meaningful exchange between management and employees that can take place. Secondly, the organization's attitude towards its employees to participate effectively. They must be made to feel that their opinions and ideas mean something, that they are valued both as persons and as employees. As a general rule, theory and management philosophy tends to stifle participation, where the theory approach encourages it. It is true because participating, which grows out of the assumption of theory, offers substantial opportunities for ego satisfaction for the employees and thus can effect motivation towards organizational objectives. Next, the organization's effort to encourage participation must be sincere. If employee participation programmes are used as a gimmick to improve "morale" with little or no intent of using the employees' opinions or suggestions to influence decision, it becomes meaningless and often does more harm than good. According to Tannaembaum and Schmidt (1980) problems may occur when the manager uses a democratic façade to conceal the fact that he has already made a decision which he hope the group will accept as its own. They added that the attempt to make them think it was their idea in the first place is indeed a risky one. Finally, the organization must establish guideline as to the

freedom managers can allow employees in making decision concerning work in their department.

2) **THE MANAGER:** As a way of encouraging effective employee participation in decision making the manager must operate a two-way communication flow. His efforts to encourage participation must be sincere and the freedom he can allow employees in making decision concerning work in his department must not exceed the guidelines established by the organization. He must always remember that participation does not relieve him of authority or his responsibility for making decisions. Also, the manager must realize that he has a dual responsibility, one to his organization and the other to his employees. Therefore, the desires and wishes of the employees must always be considered but when a conflict exists, the manager is obliged to support the goal of an organization.

3) **THE EMPLOYEE:** The degree at which an employee is allowed to participate in decision making depends to a great extent on his background and training. If the employee has no background on the subject being discussed, no knowledge and competence with respect to the problem, his opinions and suggestions will have little values. In spite of this, however, his advice can be used to identify area of concern and collection of information. On the other hand, if the employee has considerable experience and training, his advice may

prove beneficial in making decision. Therefore, by allowing the experienced and inexperienced to participate, both will feel that they have some control over their work.

### **2.3 PREREQUISITES FOR PARTICIPATION**

Certain conditions must be met before participation will exist in their environment. Davis (1981) listed the major prerequisites as follows:

- 1) There must be time to participate before action is required as appropriate in emergency situations.
- 2) The potential benefits of participation should be greater than it costs. For example, employees cannot spend so much time participating that they ignore their work.
- 3) The subject of participation must be relevant to the employee environment, otherwise employees will look upon it merely as busy work.
- 4) The participants should have the ability such as intelligence and knowledge to participate. It is hardly advisable, for example to ask janitors in a pharmaceutical laboratory to participate in deciding which fire chemical formula deserves research priority, but they might participate in helping resolve other problems related to their work.

- 5) Neither party should feel that its position is threatened by participation. If workers think their status will be adversely affected, they will not participate. Similarly, if managers feel that their authority is threatened they will refuse to participate or will be defensive.
- 6) Participation for deciding a course of action in an organization can take place only within the group's area of Job Freedom. Davis (1981) defined the area of job freedom for any department as its area of secretion after all restraints have been applied. Restraints in this content include the framework within which the group make decisions and such decisions cannot violate policy, collective bargaining agreement and legal requirements. Restraints also include obstacles due to the physical environment and due to one's own limitations. Tannaembaum et al (1980) added to his list of prerequisites by stating that participation should occur if;
  - i) The subordinates have relatively high need for independence.
  - ii) The subordinates have a readiness to assume responsibility for decision-making.



- iii) They have a relatively high tolerance for ambiguity (some employees prefer a wider area of freedom).
- iv) They are interested in the problem and feel that it is important and
- v) They understand and identify with the goal of the organization.

Having seen the factors influencing participation and the conditions that must exist before it can effectively take place, it is now imperative to look at the various forms of employee participation.

## **2.4 FORMS OF EMPLOYEE PARTICIPATION**

There are two notable different ways in which employees can take part in decisions that affect them. These are;

Direct participation and

Indirect participation

Direct participation involves the individual himself relating to decision that concerns him while indirect participation centre on people representing the employees in decisions that affect them.

## **INDIRECT PARTICIPATION**

The two ways that have been established as the dormant means of participation with the enterprises are:

a – collective bargaining

b – joint consultation

**A) COLLECTIVE BARGAINING:** This form of indirect participation is usually carried out between employers or their representative and the representatives of the employees (that come in form of trade union). Its primary purpose is purely economic. According to Ubeku (1983) it is a system of wage and condition of service determination in which the employer (management) shares administrative decision making responsibility with the union. The Nigerian Federal Ministry of Employment, Labour and Productivity defined it as; negotiations about working conditions and terms of employment between an employer, and group of employees with one or more employers organization on the one hand and one or more representative workers' organization, on the other hand with a view to reaching an agreement.

This definition was supported by the British Ministry of Labour when it said that collective bargaining is applied to those arrangements under which wages and conditions of employment are settled by a bargain in the form of an agreement between employers

or association of employers and workers or organizations. In recent times, however collective bargaining has gone beyond the determination and/or changes in wages fringe benefits and other conditions of service of workers. It now also covers the retrenchment practice and manpower planning of industries.

**B) JOINT CONSULTATION:** Joint consultation is any method of establishing a two way communication between management and it's employees in addition to those provided by normal day today contact. It is a formal machinery for dealing with employees as a group instead of dealing with them individually so as to avoid petitions and demonstrations.

The objectives of joint consultations principally are:

- i) To enhance the achievement of increased productivity by involving the workers through their representatives, in the planning of the production process.
- ii) To set up a scheme for regular contact between management and workers as a means of improving communication and thereby lessening the suspicious of the workers towards management plans and objectives.
- iii) To meet the workers' demand for better insight (and voice) into the management of the organization for which they

work. In this way, a moral right would be satisfied and increased co-operation and efficiency would result.

## **DIRECT PARTICIPATION**

Writers agree that the aim of participation is to secure better, greater employee involvement and thereby achieve a better use of manpower skills and abilities, many of which are latent unless they are released by leadership and managerial effort. The process of direct participation of employees in managerial decision, which seeks to expose those skills and abilities, can take place in diverse ways.

**1) CONSULTATIVE MANAGEMENT:** As the name implies, this type of direct participation entails managers consulting with their employees in order to encourage them to think about issues and contribute their own ideas before decisions are made. Although managers do not consult on every issue, they do set a climate for consultation. However, they must be genuinely receptive to employees' ideas so that employees do not see that shallowness of any participative procedure that is not supported by a real desire for employee ideas. Consultative management has the advantage of the manager consulting with his employees at anytime without having to go through the red type required by committee procedure. Also, this

manager can consult with any number of employees ranging from one to a whole group.

**2) GROUP DISCUSSION:** This is form of democratic management in which the manager refers a number of decisions to the employee group so that the group's idea and influence can be made use of. At times, especially in it's extreme form, managers can loose control of whatever decision, they refer to their group because it is based on a 'one person, one vote line'. According to Morgan, (1980) group discussion is useful to gather/give information, praise or command workers, develop understanding of common work goal, work requirements and production standards, solve problems and assist in decision making. However, for it to be effective there must be a free exchange of information between employees and the management in the discussion among the leaders and employees involved.

**3) BRIEFING GROUPS:** These are shift and systematic means of transmitting information throughout an organization. Information of any kind is transmitted through the management system, and this is done by holding regular meetings of fairly short duration. Also, special meetings to communicate particular and vital piece of information can be called. The advantage of briefing groups is that

information is communicated through formal management channels; in this way, effective supervision which can be posed by other means of communication can be bolstered. Also, morale and satisfaction is enhanced, as there is face-to-face communication between the manager and his subordinates. Some people have criticized briefing groups as nothing more than a device for managerial control of information.

**4) WORK COMMITTEES:** These are groups organized primarily to consider jobs. Because of their nature, a lot of employees are involved in them and they seek ways to improve their own productivity. Work committees exist in both unionized and non-unionized concerns. However, they have not been so popular because they are over burdened with red tape. According to researchers, companies used them for a while but then dropped them because they became ineffective. For work committees to be successful, management must have the capacity to offer ideas that genuinely are helpful.

Types of work committees include quality control committees, safety committees and labour-management committees.

**5) SUGGESTION PROGRAMES:** These are formal plans designed to encourage employees to make recommendations concerning their work and workplace. They primarily exist by written communication. In some countries, suggestions that lead to work improvement or cost saving attract some rewards. Although, this form of direct participation is found all over the world, it has some drawbacks. For example, as suggestions are made by written communication, the motivation that comes from face-to-face discussion becomes lacking. Also some managers look upon suggestions in their area as criticisms of their own ability and give employees little encouragement to continue, therefore, for a suggestion programme to be effective, employees must be made to feel that their suggestion will be considered. In addition, they must be given assurance that their ideas will not cause more work or cause other employees to lose their jobs.

**6) INDIVIDUAL CONTACT:** This involves a day-to-day and face-to-face exchange of opinions, information and experience between the manager and his employees on an individual basis. There are no formal preparations required and the employee is made to feel that he is valued both as an employee and as a person. In spite of this advantage however, there are certain inherent disadvantages. Some

managers are reluctant to encourage employees to express themselves concerning their jobs probably due to fear of losing control of their groups and the work situation. Also, some managers feel that asking the advice of their employees shows weakness of their leadership ability.

**7) MIDDLE MANAGEMENT COMMITTEES:** These are groups composed primarily of middle level managers of an organization. The central purpose is to develop these middle managers and prepare them for top executive positions. It involves forming them into a 'junior' Board of Directors and giving them the opportunity to study any problem, and recommend a course of action to top management (so that top management rarely veto a recommendation). Information is always made freely to the committees and idea generation by members is not restricted by the presence of senior executives.

According to Davis (1980), middle management committee is an excellent way to develop executive skills among junior managers and train them for top management. It encourages their growth and helps to develop a spirit of corporation as they work together. It also taps the process itself encourages them to study policy issues carefully, take responsibility for their decision and broaden their



experience. The result is a programme that helps meet their desire to participate and does so in a way that benefits managers, workers, owners and consumers alike.

## **2.5 DIFFERENT NEEDS FOR PARTICIPATION**

Although we have stated the different forms of participation, it must not be assumed that employees in general love participation. In fact, the amount and character of participation need to be geared to the values, the skills and the expectations of the people involved if productive results are to be obtained. According to Davis (1960), some employees desire more participation because they tend to have lower performance, low satisfaction, lower self-esteem, more stress and other symptoms of tension and dissatisfaction. However, some people desire a minimum participation and are not upset because they lack it. He added that the difference between one's desire and actual participating gives a measure of the match between a company's practices and individual desire, that when employees want more participation than they have, they are anticipatively deprived and there is under participation. Conversely, when they want, they are particularly 'saturated' and there is over participation. He then concluded by stating that where there is either under participation or over participation, people are less satisfied than

those who participate to a degree that matches their needs. Therefore, participation is not something that should be applied equally to everyone, rather, it should match their needs as a corollary to employee's attitude towards participation. They are skeptical about it because they are afraid of the subject of losing authority. Contributors on the subject have tended to agree that this reason is hardly a justifiable one because participative managers still retain final authority. All they do is share the use of authority so that employees will become more involved in the affairs of the organization.

Concerning managers who still retain this attitude, Donnelly (1986) stated that the extent you have to rely on authority of your position, you are a questionable manager. If you are not in the position to get people to accept ideas because they are sound, then you are really not a good manager and so it is not a matter of throwing positions of authority out of playing them down.

## **2.6 VIEWS EXPRESSED CONCERNING PARTICIPATION**

Miner (1978) stated that the major reasons for sharing decision when sharing does occur is to improve the technical quality of the decision. To him, diversity brings varied knowledge, abilities, approaches and viewpoints to bear and these are what creative

decision require. He defined creative decision as decision that embody something new and also have a redeeming value. Donnelly (1996) concurred by saying that if the manager relies on his position all the time for the quality of the decision, the quality will suffer.

It has also been stated that manager vary their approach in terms of decision sharing with their subordinates. In crisis or emergency situation when time for decision making is short, managers naturally make the decision alone. Therefore, participation does vary with circumstances like job pressure. Exuberance of the economic climate and the existence of experience or skill in the work-force. Some writers have argued that participation programmes should not based alone on relatively 'trivial' decision like the changing of operating procedures of immediate subordinates. In some advanced countries, employees are involved in the selection, design or purchase of new equipment. They can also have a significant though not final say in fundamental issues as site location, building design, internal plant. According to Haganes and Hales (1983) stated that employees may be given a role in detailed methods planning and design of their individual workplaces, tools and fixtures, but rarely are they given any say in such major investment decision as the choice or process, equipment or plant layout, to say nothing of policy decision on plant size and location.

Yet it is these higher level decision that are the determinant of working conditions and of moral and productivity. Heller and Wilpert (1981) in their own research on employee participation concluded that skill is one of the most important reason for using participation methods. Where the decision making is surrounded by people who have extensive experience or relevant job skills, he uses more power sharing methods (for instance joint decision making or delegation). According to them, in the absence of skill and trust, participation becomes an empty gesture and is seen by subordinates in this light. This conclusion therefore, has important consequences for training and skill development. The authors then suggested that the introduction of formal employee participation schemes without extensive investment in skill training would lead to ineffectiveness and disappointment. The labour union views and attitude to participate are not left out. Some writers have suggested that unions are often highly suspicious and some times strongly opposed to direct form of participation for two main reasons. Firstly, management usually does it's introduction and this initiative in itself is sufficient raise doubts about the aims of the exercise. Secondly, it may appear to divert workers interest from representative form of participation, and from which the unions draw part of their strength. In other words, it blurs the conflict that exists between the union and

management, linked to this, the gains to be derived from direct participation are more likely to accrue to management work force, then to the unions as such. Also some union leaders fear that if workers participate in helping management decide course of actions, the unions ability to challenge these action is weakened. From this, it is seen according to Guest and Knight (1981) that direct participation represents a potential wedge between the workers and their unions, raising genuine fears of a fragmentation of collective worker power and influence.

## **2.7 CONSTRAINTS TO PARTICIPATION**

Constraints have been defined as all those element or features of an organization which impinge on employees to decide or limit the behavioural contents of their work. They come in various dimensions; the preconditions for effectiveness mentioned earlier, to some extent are limitations but there are others.

The views and tradition of an organization can pose a constraint to a new manager in an organization. Those views and traditional influence the behaviour of the people who work in them and the manager may discover that to deviate radically from them is likely to create problems for him, some organization for example,

insists that their managers must be dynamic, decisive and persuasive.

Other organizations emphasize on the importance of the manager's ability to work with others. Therefore, the idea of organizational members especially the idea of manager's superiority of who the desirable executive should be, will push the manager towards one end or the other of the participation continuum.

The size of the working units of the organization including the geographical distribution is another constraint to participation. Some managers have very limited subordinates, which in some cases, make participation impracticable. Similarly, the wide geographical dispersion of the organization may make a system of participation in decision making impossible. The nature of the problem may determine the extent to which the manager can initiate his own idea in the course of their work and when this happens, it will be in operating matters only. A plausible excuse for this development may be lack of technical knowledge on the part of the employees.

The pressure of time is another constraint. The more the manager feels the urge for immediate discussion, the more difficult it becomes for him to involve his subordinates in the decision making. In organizations where the pressure is less intense, the opposite is

the case. Although the pressure of time is the mostly felt presence on the manager, it can easily be managed at times.

The existing and potential legislation in some countries may require participation to develop in certain ways. For example, in Britain, the Health and Safety at work acts limits participation on safety committees in many organizations to union members.

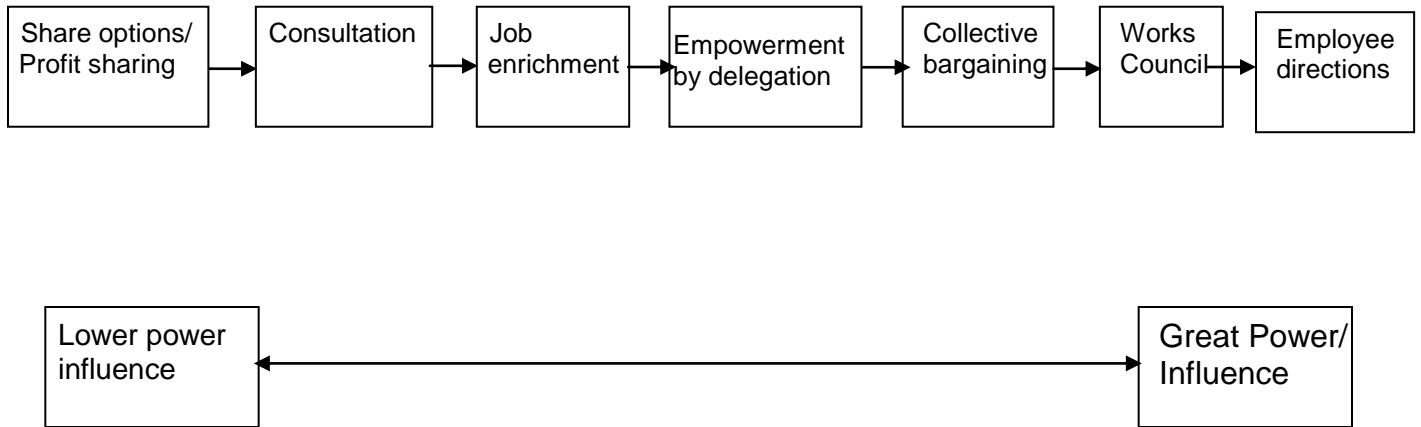
The history of an organization including its image in the eyes of its employees can pose a constraint to participation. The idea of organization traditionally known for paternalism, conflict or manipulation cannot be changed overnight. Also, the current organizational climate will influence the amount of confidence that exists. That is why in some organizations the introduction of work committees by management is seen by employees as another illustration of management manipulation and thereby doomed to failure.

## **2.8 THE RANGE OF OPTIONS FOR EMPLOYEE**

### **PARTICIPATION**

The range of options currently under discussion is shown on a continuum (figure 2.1) which reflects the various degree of participation that may be made available to employees. They range from participation in the ownership of the organization by means of

shareholdings through involvement in day-to-day operations to the appointment of employee directors on company boards.



**Fig 2.1 Range of options for employee participation**

1) **Share Options/Profit – Related Pay:** Share option schemes offer employees the chance to own share in their company and thus participate in the financing, as well as to receive all the information normally made available to shareholders. This option does give employees the chance to take a stake in their employer’s business, but is scarcely relevant if one considers “participation” to involve sharing in decisions. There have also been schemes to link employee effort to overall profitability by permitting profit-related elements in total pay.



2) **Consultation:** This can be seen as “participation” only in the sense that employees are consulted about decisions affecting their working lives. This does not imply that employers need take any notice of employees’ views. However, there have been efforts in recent years to give communications with employees a higher profile. Companies that make use of workplace consultative groups (e.g quality circles) are not only engaging in a management-employee dialogue, but in many cases are actively encouraging such consultation or order to improve working methods, quality standards and productivity. This form of consultation comes much closer to real participation in decision making, at least so far as operational matters are concerned.

3) **Job Enrichment:** It can also add to employee motivation by increasing their responsibility for their work outputs and increasing job interest. However, it does not usually offer any real opportunity to participate in even the operational decisions taken in the organization.

4) **Empowerment Through Delegation:** A participation management style that encourages real delegation of authority implies that all employees will be encouraged to play a part in the

decisions affecting their work. In practice, this may be no more than a paternalistic method of involving employees in day-to-day affairs. However, where a bonafide approach to participation is adopted, then it is likely that employees will in fact become 'empowered' by being able to share fully in decisions affecting their immediate work affairs.

5) **Collective Bargaining:** Managements are currently in a strong negotiating position mainly because of

- i. The continuing limits on trade union sanctions,
- ii. The increased competitiveness of the market place.

Employers are therefore less inclined to engage in negotiations with their employees, since this may restrict their flexibility in responding to changes in market conditions. Should labour become a scarce commodity, then unions will be in more powerful position to insist on joint negotiations before agreeing to major changes in policies or practice. Bargaining by its very nature is adversarial and its outcomes therefore, depend on the relative power of the parties and the extent to which compromises can be reached. Compared with consultation collective bargaining is an essentially active form of employee participation, but in the past often reflected the views of a

minority of employees even in situations where union membership was high.

6) **Works Councils:** These are essentially joint bodies of managers and employees established to consider and agree key matters affecting employment within the organization. They are not for union-only employees, as would be the case in collective bargaining, but must be open to all grades and groupings of employees regardless of any union membership.

8) **Board Representation:** The appointment of rank-and-file employees to non-executive directorships on the company's board is another manifestation of employee participation. This option ensures that employee's viewpoint are heard at board discussions and debated. However, given the nature of all directors' responsibilities as company directors, the actions of employee directors outside the board are strictly limited.

## **2.9 ARGUMENTS FOR PARTICIPATION**

Many writers see participation as a way of improving employees' morale and effectiveness. Managers who allow subordinates to participate in their decisions achieve better results than those that keep subordinates at arms length.

Many leading companies see employee participation as a way of improving customer service as well as possibly enhancing employee motivation and interest.

According to Patchen (1986) most studies indicate that when employees are encouraged and provided with the proper setting to decide for themselves or in combination with others how their work should be done, their motivation to do the work is likely to be considerably enhanced.

Davis (1981) listed the potential benefits of participation which makes it indispensable as including higher output, better quality of work, higher job satisfaction, greater commitment of goals, better acceptance of change, less absence, reduced stress and turn over and greater self-esteem.

## **2.10 ARGUMENTS AGAINST PARTICIPATION**

Some writers postulate that there are some risk connected with participation. McGregor (1960) stated that the usual fear is that if employees are given an opportunity to influence decisions affecting them, they will soon want to participate in matters which should be none of their concern. However, he was quick to counter this argument, he added that management who express this fear most

acutely tend to have a very narrow conception with the growth of employees and their increasing ability to undertake responsibility, there will of course be an expectation that employees will become involved in an increasing range of decision making activities.

### **2.11 HISTORICAL BACKGROUND**

The history of electricity development in Nigeria can be traced back to the end of the 19<sup>th</sup> century when the first generating power plant was installed in the city of Lagos in 1898. From then until 1950, the pattern of electricity development was in the form of individual electricity power undertakings scattered all over the towns. Some of the few undertakings were Federal Government bodies under the public works department, some by the Native Authorities and others by the Municipal Authorities. Electricity Corporation of Nigeria. (ECN).

By 1950, in order to integrate electricity power development and make it effective, the then colonial Government passed the ECN ordinance No. 15 of 1950. With this ordinance in place, the electricity department and all those undertakings which were controlled came under one body.

In the early 1960s, the Niger Dam Authorities (NDA) and Electricity Corporation amalgamated to form the Electricity Corporation of Nigeria (ECN). Then, immediately after the Nigerian Civil War, the management of ECN changed nomenclature to NEPA. What is currently referred to as the Power Holding Company of Nigeria was formally known as National Electricity Power Authority.

The ECN and the Niger Dam Authority (NDA) were merged to become the National Electric Power Authority (NEPA) with effect from the 1<sup>st</sup> of April 1972. The actual merger did not take place until the 16<sup>th</sup> of January, 1973 when the first General Manager was appointed. Despite the problems faced by NEPA, the Authority has played an effective role in the nation's socio-economic development thereby steering Nigeria into a greater industrial society. The success story is as a result of careful planning and hardwork.

## **FUNCTIONS OF POWER HOLDING COMPANY OF NIGERIA**

The statutory function of the Authority is to develop and maintain an efficient co-ordinate and economically system of electricity supply throughout the federation. The decree further states that the monopoly of all commercial electric supply shall be enjoyed by NEPA to the exclusion of all other organizations. This

however, does not produce individuals who wish to buy and run thermal plants for domestic use from doing so.

NEPA, from 1989, has since gained another status that of quasi-commercialization. By this, NEPA, from 1989, has been granted partial autonomy and by implication, it is to feed itself. The total generating capacity of the six major power stations is 3,450 mega watts. In spite of considerable achievements of recent times with regards to its generating capability, additional power plants would need to be committed to cover expected future loads. At present, efforts would be made to complete the on-going power plant projects. Plans are already nearing completion for the extension and reinforcement of the existing transmission system to ensure adequate and reliable power supply to all parts of the country.

## **COMPANY OVERVIEW**

Power Holding Company of Nigeria (PHCN) produces and distributes power through its subsidiaries. The company's subsidiaries include General Companies (GNCO), TRANSYCO, and Distribution Companies (DISCO). It offers services including construction and engineering of power generating units;

maintenance and servicing of power grids; dams operations and water management for power generation, flood control, and navigations; resettlement; maintenance of control equipment, protections and communications; maintenance scheduling; and security and post contingency analysis. Power Holding Company of Nigeria, formerly known as National Electric Power Authority (NEPA), was founded in 2005 and is headquartered in Transformer House Maitama Abuja, Nigeria.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION**

This chapter focused on a clear and concise description of the procedures and manner through which this research work was conducted. Data has to be gathered for proper analysis and investigation of employee's participation in decision making in public sector organizations using Power Holding Company of Nigeria Enugu, as a case study. Therefore, an attempt was made in this chapter to show the "how" of this research by considering areas such as design of the study, research instruments, population of the study, sample and sampling techniques, method of data analysis and reliability of instrument.

#### **3.1 DESIGN OF THE STUDY**

The research design used in any study is determined by the nature of the research problems and the objectives of the study.

The research design appropriate and which was chosen for this academic research is the descriptive survey which involves studying the employee's participation in decision making in Nigerian Public sector using Power Holdings Company of Nigeria Enugu, as a case study. The reason for this is to make for easier acceptance, the evaluative

assessment and comments of respondents as representing the impact and extent to which employees participate in managerial decision making in Power Holding Company of Nigeria Enugu.

### **3.2 AREA OF THE STUDY**

The location of this study was at Power Holding Company of Nigeria, Regional Head Quarters Enugu Okpara Avenue, Enugu East Local Government Enugu State.

### **3.3 POPULATION OF THE STUDY**

Population can be defined as a group from which a sample is drawn. It can be anything depending on what you are studying. Harper (1971) viewed population as the group of people or items from which information can be obtained.

The population to be survey must be clearly defined before any research can be carried out. Therefore, the population of the study focused on the four functional departments of Power Holding Company of Nigeria located at the head office in Enugu namely; Commercial/Accounts, Administration/Personnel, Production/Operations and Marketing/Sales.

Respondents for this study consists of managers, officers and staff responsible for the daily execution of key tasks within the

organization and are therefore capable of providing the required information.

### **3.4 SAMPLE AND SAMPLING TECHNIQUES**

It is virtually impossible to cover the views of the entire staff in all the branches of Power Holding Company of Nigeria, operating across the country, owing to time and financial constraints. However, a sample size of fifty staff working at the Head office was chosen for the conduct of this study. The sample size was chosen using a non-probability method of sampling whereby staff covered were picked as having the requisite understanding of the subject and who were most likely to provide required information based on the judgment of the researcher. The organization was divided into four strata based on its four functional areas covering Commercial/Accounts, Administration/Personnel, production/operation and Marketing/Sales. 20 respondents were picked from the Administration/personnel department due to their high understanding of the subject on focus. 10 each were picked from the remaining three departments. This is necessary so as to ensure the validity of the judgement or outcome of the research. We can apply Yaro Yamane's model for finding the sample.

The formula is as thus;

$$n = \frac{N}{1+Ne^2}$$

Where,

- n = Sample size
- N = Total population
- I = Constant
- e = Margin of error

$$\frac{57}{1+57(0.05)^2} = 50$$

### **3.5 INSTRUMENT FOR DATA COLLECTION**

#### **QUESTIONNAIRE**

Since the descriptive survey research design has been chosen for this research study, therefore the research instrument which was applicable and chosen is the questionnaire drawn to elicit information on the research topic from the respondents. The questionnaire was constructed as a quick way to cover the scope of the question that was asked from the respondents during the interview process. Though, there is no generally acceptable laid down procedures specially for the construction of a good questionnaire, the researcher

followed by acceptable rule in order to serve as a guide in the construction of the questionnaire and the interview conducted. Misleading, ambiguous and bias questions were avoided.

### **ORAL INTERVIEW**

Interview was also conducted on the general manager and the heads of departments of the four functional areas/departments of Power Holdings Company of Nigeria Enugu, to know their taken on employee's participation in decision-making in Nigeria Public sector.

Finally for easy editing and reference purpose, questionnaires were arranged in a logical sequence and numbered.

### **3.6 VALIDATION OF THE RESEARCH INSTRUMENT**

Pre-test questionnaire is the administration of the questionnaire on people who have likely information on the case study. A pilot study was conducted on staff of the company from the administration/personnel department before the final questionnaire was drafted. This was done to correct certain problems and standardize the final draft of the questionnaire.

### **3.7 RELIABILITY OF THE RESEARCH INSTRUMENT**

In order to maximize the reliability of the instrument the researcher with the help of experts in measurements and evaluation ensured that the questions in the questionnaire are not ambiguously presented to the respondents. In other words to ascertain the reliability of the instrument, questionnaires have been used by several researchers who have come out with reliable solution to the problems.

### **3.8 METHODS OF DATA COLLECTION**

In attempting to carryout this research work, the sources of data collection are;

1. **PRIMARY SOURCE:** This data was collected directly from the sample population under study through the use of questionnaire constraining structured questions explaining clearly the objective of the survey and the data requirement, which were prepared in standard questions with exact wordings to be answered uniformly by the respondents indicating their level of agreement or disagreement.
2. **SECONDARY SOURCE:** This data was also sourced from relevant journals, company's policy manual, annual reports

existing research materials from learned scholars and available textbooks on the research topic.

### **3.9 METHOD OF DATA ANALYSIS**

For proper analysis and interpretation of the data to address the problems stated, questions and hypothesis, the use of tables and statistical mode of data presentation formed the basis for analysis. The frequency of answer was shown by providing a frequency table for responses to each of the relevant questions in the questionnaire. In analyzing the employee's participation in decision making in Nigerian public sector a case study of Power Holding Company of Nigeria Enugu, the chi-square method was used. Chi-square method which is denoted by  $X^2$  and pronounced Kai square is a parametric hypothesis testing statistical technique.

The chi-square formula is shown below.

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

Where,

$X^2$	=	Chi square
$\sum$	=	Summation of all item in 1 term
$o_i$	=	Observed frequency
$e_i$	=	Expected frequency

## **CHAPTER FOUR**

### **DATA PRESENTATION AND ANALYSIS**

#### **4.0 INTRODUCTION**

This chapter focused on the analytical aspect of the research work. The general report of activities conducted on the primary data collected from the sample population was made for proper presentation and analysis of responses generated from the administered questionnaire. The presentation was divided into two parts. Section I covered the classification of respondents according to Sex, Age, Educational Background, Department, Status (position within the organization) and Working Experience. Section II covered the classification of responses according to the research questions and hypothesis.

#### **4.1 PRESENTATION AND ANALYSIS OF DATA**

The result was presented in tables and analyzed using percentage while the chi square test was used for the hypothesis. A total of fifty copies of the questionnaire were administered on respondents working in the four functional areas of the organization at the Head Office out of which forty copies were successfully completed and return representing 80% of the total number



distributed while ten copies were not returned which represents 20% of the total questionnaire administered.

## **DISTRIBUTION AND COLLECTION OF QUESTIONNAIRE**

### **QUESTIONNAIRE ADMINISTRATION**

**TABLE 1**

<b>QUESTIONNAIRE</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE</b>
Returned	40	80%
Not Returned	10	20%
<b>Total</b>	<b>50</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 1 shows that out of 50 copies of questionnaire administered at Power Holding Company of Nigeria, only 40 that is 80% were returned as duly completed. While 10 that is 20% were not returned.

**TABLE 2 - ANALYSIS OF RESPONDENTS BY SEX**

**QUESTION 1**

<b>SEX</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
MALE	28	70%
FEMALE	12	30%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

From the above analysis, there are more males than females in the staff composition. The reason for this may be because of the nature of the work which often require more human capital which is always available among the male folk. Hence, management must be careful not to favour one gender with the right to participate in decision making thereby neglecting the other to prevent non-compliance with organizational goals and objectives.

**TABLE 3 – ANALYSIS OF AGE DISTRIBUTION OF THE RESPONDENTS**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
20 – 30 Years	20	50%
31 – 40 Years	16	40%
41 years and above	4	10%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 3 indicates that the active workplace in age 20 – 30 years and 31 – 40 years represents 50% and 40% of staff that are aware of employee participation in the organisation while only 10% or ages 41 and above belong to the older staff. This proportion is good for easy assessment of employee’s participation in decision making.

**TABLE 4 – ANALYSIS OF EDUCATIONAL BACKGROUND**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
SSCE/GCE	9	22.5%
OND	20	50%
HND/B.Sc	10	25%
OTHER HIGHER CERT.	1	2.5%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 4 indicates a total of 77.5% or 31 respondents that have sound educational background, ranging from OND, HND/B.Sc and other higher certificate as having a great understanding of employees' participation and its impact in increasing productivity in an organization.

**TABLE 5 – ANALYSIS OF RESPONDENTS DEPARTMENT**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
Commercial/Accounts	10	25%
Administration/Personnel	14	35%
Production/Operations	6	15%
Marketing/Sales	10	25%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 5 shows that all the departments responded well to the questionnaire and it is an indication that all departments are aware of the impact of employee's participation in decision making in the organization.

**TABLE 6 - ANALYSIS OF RESPONDENTS STATUS**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
Top management	2	5%
Middle level management	14	35%
Junior Staff	24	60%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 6 shows both Junior Staff and middle level management staff responded well to the questionnaires which leads to the conclusion that a true picture of impact of employees' participation in decision making in the organization will be obtained. 24 or 60% of the respondents were Junior staff, fourteen (14) or 35% of the respondents are middle level management staffs and only two (2) or 5% are top management staff.

**TABLE 7 – QUESTION 6: HOW LONG HAVE YOU BEEN WITH  
THE ORGANISATION?**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
Below 1 year	2	5%
1 – 5 years	14	35%
6 – 10 years	14	35%
11 years & above	10	25%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 7 indicates that 25% of respondents have served the company for eleven years and above, 35% have served the company for between one and five years, while only 5% have served the company under two years. We can therefore, conclude that up to 95% of the respondents who have served the organization for between one year and eleven years plus must understand what employee’s participation in decision making is all about.

**TABLE 8 – QUESTION 7: DOES MANAGEMENT STAFF MAKE DECISIONS WITHOUT PRE AND POST DISCUSSION AND CONSULTATION WITH EMPLOYEES?**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
Yes	22	55
No	12	30
Don't know	6	15
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 8 above shows the response on whether management staff make decisions without pre and post discussion and consultation with employees. A critical look at Table 8 shows that 22 respondents (55%) says that management staff makes decision without pre and post discussions and consultants with employees while 12 or 30% says that management staff do not make decision without pre and post discussion and consultations with employees. Notwithstanding 6 or 15% of respondents don't know whether management staff make decisions without pre and post discussions and consultations with employees.

**TABLE 9 – QUESTION 8: DOES MANAGEMENT CHANGE DECISION WHEN REJECTED BY EMPLOYEES?**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
Yes	8	20
No	28	70
Don't know	4	10
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

An examination of Table 9 shows that 8 respondents representing 20% says that management changes its decision when rejected by employees, while 28 or 70% of the respondents says that management does not change its decision when rejected by employees and 4 or 10% of respondents don't know whether management changes its decision when rejected by employees.



**TABLE 10 – QUESTION 9: TO WHAT EXTENT DOES EMPLOYEE PARTICIPATE IN DECISION – MAKING?**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
ADEQUATE	13	32.5%
INADEQAUTE	20	50%
DON'T KNOW	7	17.5%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

AS it can be seen from Table 10, 13 respondents representing 32.5% described the extent of employee participation to be adequate while 20 or 50% of the respondents asserted that the extent of employee participation in decision – making is inadequate. However 7 or 17.5% of the respondents maintained that they don't know the description they would give as to the extent of employee participation in decision-making in the company.

Let us recall at this juncture, employees participate in decision-making only in trivial issues like changing of duties and never on serious ones. Also, the purpose of most meetings with employees was to brief them about new decisions that have even taken by the management. In fact, management consults employees for advice

and suggestions but little use is made of such advice and suggestions. Therefore, management is more autocratic than democratic as it makes decisions irrespective of worker's feelings and expects compliance. For that reason, employees cannot reject a management decision and even if there is objection to such a decision, management does not normally change such decisions. However, the only meaningful participation by employees in decision-making is mostly through the workers' union especially during collective bargaining. The respondents concluded that there is under participation by employees in decision-making in the company and thus, emphasized that employees' desire be more meaningful participation than they are getting at the moment.

**TABLE 11 – QUESTION 10: HOW OFTEN DOES EMPLOYEES MEET TO DISCUSS WITH MANAGERS?**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
ALWAYS	15	37.5%
SOMETIMES	24	60%
NEVER	1	2.5%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 11 indicates that 15 or 37.5% of the respondents say that employees always meet to discuss with managers while the majority of them said that employees sometimes meet to discuss with managers. This number was found to be 24 (60%) of the respondents. However, only (2.5%) respondent asserted that employees never meet to discuss with managers.

**TABLE 12 – QUESTION 11: FACTORS THAT ARE CONSIDERED BEFORE AN EMPLOYEE IS INVOLVED IN DECISION-MAKING.**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
Rank in Organization	10	25%
Educational Qualification	5	12.5%
Experience	5	12.5%
All of the above	20	50%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 12 shows that rank in the organization, experience and educational qualification are factors that are considered before an employee is involved in decision-making. This inference is confirmed by the data in Table 12 in which 20 (50%) of respondents said that all the above factors are considered before an employee is involved

in decision-making. A further examination of Table 12 indicated that the factors “educational qualification” and experience” secured the same number and percentage of respondents. This is found to be 5 respondents (12.5%) each respectively. Thought a critical examination of table 12 indicates that 10 (25%) of respondents asserted that rank of the employee in the company influences whether he/she could be involved in decision-making in the company.

**TABLE 13 – QUESTION 12: DESCRIPTION OF LEVEL OF EMPLOYEE PARTICIPATION IN DECISION – MAKING.**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
Employees participate Fully in decision-making	5	12.5%
Employees participate Partially in decision-making	14	35%
Employees do not participate in decision-making	21	52.5%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 13 reveals the description of level of employees' participation in decision making in the company. A look at table 13 indicates that 5(12.5%) said that employees participation fully in decision making while 14(35%) respondents opined that employees participate partially in decision-making in the company. However, 21(52.5%) of the respondents said that employees do not participate in decision making in Power Holding Company of Nigeria, Enugu.

**TABLE 14 – QUESTION 13: DESCRIPTION OF LEVEL OF PRODUCTIVITY WHEN EMPLOYEES ARE NOT INVOLVED IN DECISION-MAKING**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
Productivity is High	6	15%
Productivity is Medium	11	27.5%
Productivity is Low	23	57.5%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 14 depicts the responses of respondents on their description of the level of productivity when employees are not involved in decision-making. A critical examination of table 14 shows that 6 (15%) respondents asserted that productivity is high when

employees are not involved in decision making while 11(27.5%) of the respondents asserted that productivity is medium when employees are not involved in decision making and 23(57.5%) respondents believed that productivity is low when employees are not involved in decision-making.

**TABLE 15 – QUESTION 14: HOW OFTEN DOES MANAGEMENT STAFF DELEGATE AUTHORITY FREELY TO SUBORDINATES.**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
ALWAYS	5	12.5%
SOMETIMES	14	35%
NEVER	21	52.5%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 15 indicates that 5(12.5%) of respondents maintained that the management staff always delegate authority to the subordinates while 14 (35%) of respondents said that the management sometimes delegate authority freely to subordinates. Notwithstanding, 21 (52.5%) of respondents maintained that management never delegates authority freely to subordinates.

**TABLE 16 – QUESTION 15: THE IMPACT OF UNSKILLED EMPLOYEE PARTICIPATION IN DECISION MAKING ON PRODUCTIVITY**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
HIGH PRODUCTION	3	7.5%
MEDIUM PRODUCTIVITY	10	25%
LOW PRODUCTION	27	67.5%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table to shows that 3(7.5%) of respondents asserted that the impact of unskilled employee participation in decision-making on productivity was high productivity. 10 (25%) respondents said that the impact of unskilled employee participation said in decision-making on productivity is medium productivity. However, the majority of the respondents 27 (67.5%) agree that the impact of unskilled employee participation was low productivity.

**TABLE 17-QUESTION 16: THE IMPACT OF SKILLED EMPLOYEE PARTICIPATION IN DEICISION MAKING ON PRODUCTIVITY.**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
HIGH PRODUCTION	29	72.5%
MEDIUM PRODUCTIVITY	8	20%
LOW PRODUCTION	3	7.5%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 17 indicates that majority of the respondents representing 29 (72.5%) said that the impact of skilled employee participation in decision-making on productivity is high productivity, while 8 (20%) of the respondents asserted that productivity is at medium when skilled employee participation is at medium when skilled employee participation in decision is allowed. But 3(7.5%) respondents said that the impact of skilled employee participation in decision-making on productivity is low.

Where employees are allowed to participate in decision-making, the benefits of such participation include higher output, better quality of work, job satisfaction, greater commitment to goals, better acceptance of change, less absenteeism, reduced stress and



turnover and greater self-esteem. The opposite would be the case if there is inadequate or no employee participation.

The respondents suggested the encouragement of adequate employee participation in decision making in the company.

**TABLE 18 – QUESTION 17: THE IMPACT OF EMPLOYEES PARTICIPATION ON THE EMPLOYEE’S EFFICIENT TO WORK.**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
POSITIVE	30	75%
NEGATIVE	8	20%
NO EFFECT	2	5%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 18 indicates indications that 30(75%) of the respondents assert that the impact of employee’s participation on the employee’s efficiency to work is positive, while 8 (20%) of respondents maintained that the impact of employee’s participation on the employee’s efficiency to work is negative and 2 (50%) of respondents said that employee’s participation has no effect on employee’s participation.

**TABLE 19 – QUESTION 18: DOES EMPLOYEE’S PARTICIPATION SERVE AS TRAINING AND TESTING GROUND FOR EMPLOYEES?**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
YES	23	57.5%
NO	11	27.5%
DON’T KNOW	6	15%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 19 depicts the responses of respondents on whether employee’s participation serves as training and testing ground for employees. A look at the table shows 23(57.5%) of respondents asserted that employees participation serves as training and testing ground for employees while 11 (27.5%) of the respondents asserted that employees participation does not serve as training and testing ground for employees and 6 (15%) of respondents don’t know if employee’s participation serves as training and testing ground for employees.

**TABLE 20 – QUESTION 19: DOES INEFFICIENT AND INCOMPETENT INDIVIDUALS UNDERMINE EMPLOYEE’S PARTICIPATION?**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
YES	26	65%
NO	8	20%
DON’T KNOW	6	15%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Table 20 indicates that 26 (65%) of the respondents agree that inefficient and incompetent individuals undermine employee’s participation in decision-making in the organization while 8 (20%) of respondents said that incompetent and inefficient individuals undermine employee’s participation in decision-making in the organization and 6 (15%) of respondents don’t know if inefficient and incompetent individuals undermine employee’s participation in decision – making in the organization.

## 4.2 TESTING OF HYPOTHESIS

The hypothesis is tested using the chi-square statistical tool.

$$X^2 = \sum_i \frac{(o_i - e_i)^2}{e_i}$$

Where,  $o_i$  = Observed frequencies

$\sum_i$  = Summation of all item in 1 term

$e_i$  = Expected frequency

$X^2$  = Chi-square

The level of significance is 0.05

### HYPOTHESIS I

Hi: Employees' participation serves as training and testing ground for future members of upper management.

**TABLE 19 – QUESTION 18: DOES EMPLOYEES' PARTICIPATION SEVES AS TRAINING AND TESTING GROUND FOR EMPLOYEES?**

VARIABLES	RESPONDENTS	PERCENTAGE %
YES	23	57.5%
NO	11	27.5%
DON'T KNOW	6	15%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

<b>VARIABLES</b>	<b>O<sub>i</sub></b>	<b>E<sub>i</sub></b>	<b>O<sub>i</sub> - E<sub>i</sub></b>	<b>(O<sub>i</sub> - e<sub>i</sub>)<sup>2</sup></b>	<b><math>\frac{(O_i - e_i)^2}{E_i}</math></b>
YES	23	13.3	9.7	94.09	7.07
NO	11	13.3	- 2.3	5.29	0.39
DON'T KNOW	6	13.3	- 7.3	53.29	4.01
<b>Total</b>	<b>40</b>				<b>11.47</b>

Source: Field Survey Questionnaire, 2012.

$$\chi^2 = 11.47$$

$$\text{Where } E_i = \frac{\text{Sum of responses}}{\text{No of categories}} = \frac{40}{3} = 13.3$$

To determine the degree of freedom

$$n - 1 = 3 - 1 = 2 \text{ level of significance is } 0.05$$

$\chi^2$  critical value is 5.991

**Decision Rule:** If  $\chi^2$  calculated is greater than  $\chi^2$  critical value accept the alternative hypothesis. Otherwise do not reject the alternative hypothesis.

**Decision:** Since  $\chi^2$  calculated (11.47) >  $\chi^2$  critical value (5.991), the alternative hypothesis is accepted which means that employees participation serves as a training and testing ground for future members of upper management.

## HYPOTHESIS 2

Hi: Lack of qualified and company oriented individuals undermine employees' participation in decision-making.

**TABLE 20 – QUESTION 19: DOES INEFFICIENT AND INCOMPETENT INDIVIDUALS UNDERMINE EMPLOYEES' PARTICIPATION?**

VARIABLES	RESPONDENTS	PERCENTAGE %
YES	26	65%
NO	8	20%
DON'T KNOW	6	15%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

Using Chi-square, we have

VARIABLES	O <sub>i</sub>	E <sub>i</sub>	O <sub>i</sub> – E <sub>i</sub>	(O <sub>i</sub> – e <sub>i</sub> ) <sup>2</sup>	$\frac{(O_i - e_i)^2}{e_i}$
YES	26	13.3	12.7	161.29	12.13
NO	8	13.3	- 5.3	28.09	2.11
DON'T KNOW	6	13.3	- 7.3	53.29	4.01
<b>Total</b>	<b>40</b>				<b>18.25</b>

Source: Field Survey Questionnaire, 2012.

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

Where,  $o_i$  = Observed frequencies

$e_i$  = Expected frequency

The level of significance is 0.05

$$e_i = \frac{\text{Sum of responses}}{\text{No of categories}} = \frac{40}{3} = 13.3$$

$$X^2 = 18.25$$

Degree of freedom =  $n - 1$

$$= 3 - 1 = 2 \text{ level of significance is } 0.05$$

$X^2$  critical value is 5.991

**Decision Rule:**

Accept alternative hypothesis if  $X^2$  calculated value is greater than  $X^2$  critical value. Otherwise, do not reject the alternative hypothesis.

**Decision:** Since  $X^2$  calculated value (18.25) >  $X^2$  critical value (5.991), we accept the alternative hypothesis, which states that lack of qualified and company oriented individuals undermine employees' participation in decision making. It is further evidently in Table 20

where 65% of respondents agreed that inefficient and incompetent individuals undermine employees' participation in decision making.

### **HYPOTHESIS 3**

Hi: Availability of skilled individuals in organizational decision making promotes productivity.

**TABLE 17 - QUESTION 16: THE IMPACT OF SKILLED EMPLOYEE PARTICIPATION IN DECISION MAKING ON PRODUCTIVITY**

<b>VARIABLES</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE %</b>
High productivity	29	72.5%
Medium productivity	8	20%
Low productivity	3	7.5%%
<b>Total</b>	<b>40</b>	<b>100%</b>

Source: Field Survey Questionnaire, 2012.

<b>VARIABLES</b>	<b>oi</b>	<b>Ei</b>	<b>oi - Ei</b>	<b>(oi - Ei)<sup>2</sup></b>	<b><math>\frac{(oi - Ei)^2}{Ei}</math></b>
High productivity	29	13.3	15.7	246.49	18.53
Medium productivity	8	13.3	-5.3	28.09	2.11
Low productivity	3	13.3	-10.3	106.09	7.98
<b>Total</b>	<b>40</b>	<b>100%</b>			<b>28.62</b>



$$X^2 = \frac{(o_i - e_i)^2}{e_i}$$

Where  $o_i$  = Observed frequency

$e_i$  = Expected frequency

The level of significance is 0.05

$$e_i = \frac{\text{sum of responses}}{3} = \frac{40}{3} = 13.3$$

$$X^2 = 28.62$$

Degree of freedom =  $n - 1 = 3 - 1 = 2$  level of significance = 0.05

$X^2$  critical value is 5.991.

**Decision Rule:** If  $X^2$  calculated value is greater than  $X^2$  critical value accept alternative hypothesis. Otherwise, do not reject the alternative hypothesis.

**Decision:** Since  $X^2$  calculated value (28.62) >  $X^2$  critical value (5.991), the alternative hypothesis is accepted, which means that availability of skilled individuals in organizational decision making promoted productivity. It is further seen in Table 17 where 72.5% of respondents agreed that the impact of skilled employees in decision making on productivity is that productivity is high.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, CONCLUSION AND**  
**RECOMMENDATIONS**

**5.0 INTRODUCTION**

This chapter focused on the summary arising out of the findings and analysis carried out in the previous chapters. Conclusions thereon were stated. Recommendations were made for not only the benefit of both the manager and employees of Power Holding Company of Nigeria Enugu, but at the organisation at large.

**5.1 SUMMARY OF FINDINGS**

Employees' participation is a feature in all organizations, whether small, medium or large, but the procedures, methods and levels of participation used by small, medium and large organisation often differ significantly. Similarly, there are variations in employees' participation procedure from one section of the business to another. The objective of the study was not to define employee participation only, but to find out its impact on the productivity of an organisation. In chapter one, the problem being investigated was clearly stated and this was aimed at considering and assessing the impact of employees' participation in decision making on the productivity of

Power Holding Company of Nigeria (PHCN) Enugu, also, theoretical framework was made on the research. In chapter two, all known literatures that were relevant to the study under focus were reviewed.

On methodology, in chapter three, descriptive information on statements of study population, sampling technique and size, research instrument, methods of data collection and the analysis were given. As a result of the critical presentation and analysis of data in chapter four, various facts as regard employees' participation in decision making were unveiled. For instance, the following observations were made by the researchers as a result of the study carried out:

1. The extent to which employees' participation in decision making of the company is inadequate.
2. The Study also revealed that staff rank, educational qualifications and experience are the determining factors for employee participation in decision making.
3. It was further highlighted in this study that employees do not always meet to discuss with managers, they do that occasionally (sometimes).

## **5.2 CONCLUSION**

The following conclusions were made from the findings of this study:

Employees' participation serves as training and testing ground for future members of upper management. Also lack of qualified and company-oriented individuals undermine employees' participation in decision making at lower organizational levels.

The availability of skilled individuals in organizational decision making promotes productivity. Management is encouraged to make decisions with pre and post discussion and consultations with employees. They should also change their decisions when rejected by employees as it may not be favorable to the employee or may be capable of hindering objectives.

However, the extent to which subordinates participate in decision making is inadequate, management should henceforth improve the degree of employees' participation in decision making.

This is because, if employees participate adequately in decision making, it will result to high productivity in the organisation.

Managers should be meeting frequently with the employees to discuss issues about the organisation as this will help to widen the employees' knowledge and also increase their understanding as it pertains to decision making and their aspect of the job.

Since the yardstick of employees' participation in decision making is on his staff qualification, rank and experience on the job, it is worthwhile that management train and development employees to keep pace and these criteria.

### **5.3 RECOMMENDATIONS**

In a view to improve and ensure high productivity and better labour management relations, the following recommendations are made;

#### **THE ORGANIZATION**

Power Holdings Company of Nigeria Enugu should provide a psychological climate conducive for effective employee participation in decision making to take place. It should encourage and initiate a two-way flow of information, so as to ensure a meaningful exchange between management and employees. As a way of encouraging employees to participate effectively, he must be made to feel that his opinions and ideas mean something and that he is valued both as a person and an employee. Also, the organization's effort to encourage participation must be sincere. If employees' participation programmes are used as gimmick to improve 'moral' with little or no intent of using employees' opinion and suggestion to influence

decision, it becomes meaningless and often does more harm than good. Power Holding Company of Nigeria Enugu should establish guidelines as to the freedom managers could allow employees in making decisions concerning work in their departments.

Also, since the company utilizes rank, education and experience in determine who should be involved in decision making there is need to instigate and encourage study leave with or without pay and part time programmes to enable the employees' knowledge, competence and position in the organisation. Also, the organisation should allow the experienced and inexperienced to participate in decision. This will make both feel that they have some control over their work.

## **THE MANAGER**

As a way of encouraging effective employee participation in decision-making the manager must operate to two-way communication flow. His effects to encourage participation must be sincere and the freedom he can allow employees in making decision concerning work in his department must not exceed the guidelines established by the organization. He must always remember that participation does relieve him of authority or his responsibility for making decisions. The last word rests with him. Also, the manager

must realize that he has a dual responsibility – the manager's responsibility to his organization and the other of his employees. Therefore, the desire and wishes of the employees must be measured against the goals and objectives of the organization.

Management should try and develop group discussions among employees. Decisions can be referred to these groups and in this way, they will develop a perception of common work goals and requirements including the production standard expected of them, an eventually influenced decision-making in the company.

## **THE EMPLOYEE**

The importance of employees' advice and suggestions in the growth of the company cannot be overemphasized. Employees should therefore be allowed to participate in management decision-making, the benefits of such participation include higher output, better quality of work, higher job satisfaction, greater commitment to goals, better acceptance of change, less absence, reduced stress and turnover and greater self-esteem.

However, the degree of which an employee is allowed to participate in decision making depends to a great extent on his background and training. If the employee has no background on the subject being discussed, in other words no knowledge and

competence with respect to the problems, then his opinion and suggestions will have value. Therefore, employees should design appropriate method of improving their educational background so as to be able to contribute meaningful in decision making process in the organization. In spite of the poor background however their advice and opinion can still provide information in the area of concern. By attending meeting, both the experienced and inexperienced will feel that they have some control of their work. It is hoped that the implementation of the above recommendations by the Power Holding Company of Nigeria Enugu would guarantee a better employee management relation and this, will improve the level of productivity.

#### **5.4 IMPLICATION OF RESEARCH FINDINGS**

From the research findings, the following could be implied. Where the management of Power Holding Company of Nigeria Enugu views my recommendations with scorn, the organization will not have high level of performance from its workers, also will lead to demotivation, low productivity, in efficiency among management staff and employees. But, where by the recommendations of this research be strictly implemented, as it will help to increase productivity and bring more profit to the company.



## **5.5 LIMITATIONS**

In conducting the research work, due to time and finance constraints studying all the Nigerian Public sectors would be difficult but was limited to just one public sector which is Power Holding Company of Nigeria Enugu. The following were included:

**TIME:** There are time constraints for the research project and within the time specified, the normal lecture was also in progress, therefore, the researcher was faced with a lot of stress to combine both the research work and the lecture together. The implication of this work was that the period the researcher was supposed to spend on findings was limited as a result more quality work may be hindered or affected.

**FINANCE:** Capital has been rated the most important resources to carryout a given project. Research work to this end was not left out because the information needed to write this project was not gathered in one place.

**QUALITY OF INFORMATION:** The analysis of the data depended largely on the information that the researcher acquired from the staff of Power Holding Company of Nigeria Enugu. After administering the

questionnaire it was expected that the information needed was provided by the management of Power Holding Company of Nigeria Enugu.

## **5.6 SUGGESTIONS FOR FURTHER STUDY**

Further researchers on the impact of employees participation in decision making in the Nigerian public sectors should endeavour to further the study on the following:

- 1) Further study should be carried out using more public sectors.
- 2) Further study should implore other means of data collection method.
- 3) Further study of this topic should test more hypothesis other than the ones tested here and use another method of hypothesis testing different from the chi-square methods used in the study.

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## **APPENDIX I**

Caritas University,  
Amorji – Nike,  
Department of Industrial  
Relations and Personnel  
Management,  
Emene,  
Enugu State.

Dear Respondents,

### **QUESTIONNAIRE ON PROJECT**

I, **Ogbonna Maureen Ogechi**, a final year student of Industrial Relations and Personnel Management Caritas University Amorji – Nike, Enugu State.

I am carrying out a research on “The Impact of Employee’s participation in Decision Making in Nigerian Public Sector,” a case study of Power Holding Company of Nigeria, Enugu State.

I plead that you answer the following question with all sincerity. Your responses will not be used for any other purpose than this research.

Thanks for your cooperation.

Yours faithfully,

**OGBONNA MAUREEN O.**

**APPENDIX II**  
**QUESTIONNAIRE**

**SECTION A**

1. Sex
  - Male           [    ]
  - Female        [    ]
  
2. Into which of the following range of age do you fall?
  - 20 – 30 years           [    ]
  - 31 – 40 years           [    ]
  - 41 years and above     [    ]
  
3. Educational background
  - SSCE/GCE           [    ]
  - OND                 [    ]
  - HND/B.Sc            [    ]
  - Other Higher Certificates   [    ]
  
4. Respondent's Department
  - Commercial/Accounts       [    ]
  - Administration/personnel   [    ]
  - Production/operations       [    ]
  
5. Respondent's status
  - Top Management            [    ]
  - Middle Level Management   [    ]
  - Junior Staff                 [    ]

6. How long have you been with the Organization?

Below 1 year [ ]

1 – 5 years [ ]

6 – 10 years [ ]

11 – years and above [ ]

## **SECTION B**

7. Does management staff make decisions without pre and post discussion and consultation with employees?

Yes [ ]

No [ ]

Don't know [ ]

8. Does management change decision when rejected by employee?

Yes [ ]

No [ ]

Don't know [ ]

9. To what extent do employees participate in decision making?

Adequate [ ]

Inadequate [ ]

Don't know [ ]

10. How often do employees meet to discuss with managers?

Always [ ]

Sometimes [ ]

Never [ ]

11. Factors that are considered before an employee is involved in decision making:
- Rank in the organization [ ]
  - Education qualification [ ]
  - Experience [ ]
  - All of the above [ ]
12. Which of the following best describes your organization's level of employee participation in decision making?
- Employees participation fully in decision making [ ]
  - Employees participation partially in decision making [ ]
  - Employees do not participation in decision making [ ]
13. Description of level of productivity when employees are not involved in decision making.
- Productivity is high [ ]
  - Productivity is medium [ ]
  - Productivity is high low [ ]
14. How often does management staff delegate authority freely to subordinates?
- Always [ ]
  - Sometimes [ ]
  - Never [ ]
15. The impact of inadequate employee participation in decision-making on productivity.
- High productivity [ ]
  - Medium productivity [ ]
  - Low productivity [ ]



16. The impact of adequate employee participation in decision making on productivity.
- Productivity is high [ ]
- Productivity is medium [ ]
- Productivity is high low [ ]
17. The impact of employee participation in the employee efficiency to work.
- Positive [ ]
- Negative [ ]
- No effect [ ]
18. Does employee participation serve as training and testing ground for employees?
- Yes [ ]
- No [ ]
- Don't know [ ]
19. Does inefficient and incompetent individuals determine employees' participation in decision making in the organization?
- Yes [ ]
- No [ ]
- Don't know [ ]