



Employee Participation in Decision Making and Organizational Performance in Public Organization Anambra State, Nigeria

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ABSTRACT

The study examined the influence of employee participation in decision making on organizational performance in public organization in Anambra State. The study was anchored on subjective expected utility theory. As a survey research design, a structured instrument developed by the researcher. The population of the study comprised of 1,741 employee of the selected public organization. A sample size of 357 employees was drawn from the population using Taro Yamane of which 338 copies of questionnaire was duly completed and returned. Hypotheses were tested using Multiple Regression Analysis (MRA) which was carried out with the aid of Statistical Package for Social Science (SPSS) version 23. Findings from the study revealed that employee consultation; employee engagement and employee commitment had a significance positive effect on organizational performance in public organization firms in Anambra State, Niger. The study concludes that employee participation on decision had a positive significant effect on organizational productivity. In view of the findings, the study recommended that Monthly or quarterly meetings and consultations with subordinates on crucial issues will stimulate employee morale and promote self motivation as they will feel recognized and valued in the organization. The managers and leaders in the organization must encourage employee involvement during quarterly meetings, weekly strategic sessions and team building sessions or interaction sessions, employees must be encouraged to address concerns relating to their jobs or share ideas on how to improve existing policies, practices and procedures that can improve performance levels.

Keywords: Employee Consultation, Employee Engagement and Employee Commitment

INTRODUCTION

In the past years, organizational management practice demanded that employer/management would anticipate that workers will do the work that is put before them. Although this was perfectly a typical method of getting results through others in the early days of assembly line and scientific management, it is no longer accurate of today's business (Ezennaya, 2011). The trend have changed in that management expects more from its employees than doing merely what is placed before them. It has also changed in that workers expect that more can be got from them than by simply working according to the direction of the boss. Employee participation in decision making has been known as a managerial tool for improving organizational performance by striving for the shared goals of employees and managers (Ojokuku & Sajuyigbe, 2014). This is actualized by way of allowing workers' input in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employee participation in decision making has become a significant topic in human resource management (HRM), and is regarded as one of the chief ingredients of employee voice, which many management scholars have observed to be a `rising management concept (Ojokuku & Sajuyigbe, 2014). For instance Japan household name and business success among many countries of the world is attributed to employee participation in decision making. Decision making is shared at all levels of management. Ezennaya (2011) further observed that in the United States of America (USA), Britain, Germany and other developed countries of the world, participatory management is one of the key factors that facilitated

economic success. In USA for example, industrial democracy is practiced, employees are encouraged to buy shares in companies thereby enabling them to have a say in the management of their organization. In other developed countries like Britain and Germany, participatory management is popular. In Britain, it is known as joint consultation while in Germany, it is known as co-determination. Even in Nigeria, participatory management has come a long way. The Nigeria Military Government in 1977 decided to democratize industrial ownership in Nigeria by promulgating the Nigerian indigenization decree part of which provides "that 10 percent total equity share of any enterprise on schedule, 2 and 3 should be reserved for workers". This is to ensure that workers have a sense of belonging in their respective organizations. Both the state and Federal government of Nigeria have in the past and also presently involved its citizenry in the management of affairs of the state.

Notwithstanding these evidences of the existence of participative management in the Nigerians industrial set up, some Scholars are of the view that participatory management does not exist and cannot exist due to under development, inexperience in democratic process and economic instability caused by frequent changes in economic policy by the federal government (Rubyutsa, 2004). Participative decision making can be well practiced only in a stable economic environment because of its time consuming nature and investment in training to enable workers have a contributing capacity (Ojokuku & Sajuyigbe, 2014). Ezennaya 2011 is of the view that participative decision making can be possible in a certain sector of the economy and not in all government owned enterprises because of the government intention to mobilize popular support for development purposes. The author further avers that workers participation in the multinational companies, on the other hand has at best remained elusive. Most of these companies are controlled by and depend on their parent bodies abroad for policies and decision. Among the indigenous employers, particularly the small and medium sized organization, their attitude to workers is paternalistic and based on authoritarianism. Their activities are often shrouded on secrecy. They are suspicious of the workers and therefore cannot afford to share information and decision with them. It is against this background that it becomes necessary to assess the influence of employee participation in effective decision making on the performance of selected automotive components firms in south east Nigeria.

Statement of the Problem

Although modern management insists on the importance of employee participation in decision-making, many private and public enterprises, in Nigeria are still administrating on the basis of a traditional approach or rather on the earlier approaches of management which relied more upon autocratic style (Ezennaya, 2011). In practice, the task of decision-making seemed to be a task of top management. Obviously, this has direct or indirect negative impacts on those companies, in terms of employee commitment, cooperation between managers and employees and finally on organizational performance. Employees seem to show greater commitment to decisions in which they have participated or consulted. It is therefore maintained that when groups are excluded from effective roles in decision-making affecting them, they tend to react in aggressive, polarizing ways (Rubyutsa, 2004). Public enterprise administration in developing countries has been consistently plagued with the tendency toward excessive centralization.

Many studies have also shown high performance of employees, including those at the lower level management when they are involved in the decision-making process (Nnabuiife, 2009). Understandably; these workers who are closer to the problems of clients have the understanding and knowledge necessary to make important decisions. A similar argument is shared with Robbins (2001) in Rubyutsa (2004) who argued that the lower-level managers and operational employees are closer to the activities and typically have more detailed knowledge about problems than do top managers. Most studies observed that these lower-level managers and operational employees are not carried along in decision making process thus giving rise to low employees' commitment, poor cooperation between managers and employees, low job satisfaction, low employee morale, and finally poor organizational performance.

Therefore, discovering the main problems impeding employee participation in decision-making in private enterprises, particularly in automotive firms becomes an important factor at this time hence, the following variables: direct employee participation, consultative employee participation, representative employee participation and employee ownership participation were operationalized and assessed to

ascertain the effect of employee participative decision making on organizational performance in public organization in Anambra State, Nigeria.

Objectives of the Study

The broad objective of the study is to assess the effect of employee participative decision making on organizational performance in public organization in Anambra State, Nigeria while the specific objectives are to:

1. Examine the direct effect of consultative on organizational performance in public organization firms in Anambra State, Nigeria.
2. Determine the effect employee engagement on organizational performance in public organization firms in Anambra State, Nigeria.
3. Investigate the effect of employee commitment on organizational performance in public organization firms in Anambra State, Nigeria.

Research Questions

- i. To what extent does employees' consultation affect organizational performance in public organization firms in Anambra State, Nigeria?
- ii. To what degree does employee engagement affect organizational performance in public organization firms in Anambra State, Nigeria?
- iii. To what extent does employee commitment affect organizational performance in public organization firms in Anambra State, Nigeria?

Hypotheses

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

Ho₁: Employee consultation has no significance positive effect on organizational performance in public organization firms in Anambra State, Nigeria.

Ho₂: Employee engagement has no significance positive influence on organizational performance in public organization firms in Anambra State, Nigeria.

Ho₃: Employee commitment has no significance positive effect on organizational performance in public organization firms in Anambra State, Nigeria

Significance of the Study

The study is significant to the following group: Policy makers: The study will help policy makers by giving them insight about employees' participation in decision making as one of the central elements in the development effective management in the manufacturing sector.

Government: As part of the national planning strategy, the study will assist the government to identify those areas where employee participation in decision making can be of assistance to corporate Organizations in Nigeria as regards effective decision making process.

Students and Academia: They will find the study beneficial since the work will expand the scope of the existing literature on effective decision making and Organizational performance in Nigeria.

Researchers: The study will equally be a very good reference material and also provide basis for further research.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Decision Making

Abdulai and Shafiwu (2014) define Decision making as "the process of identifying and selecting a course of action to solve a particular problem." It can also be defined as a thought process of selecting a logical choice from the available options in decision making process. Eromafuru (2016) sees decision making as a process of defining problems and choosing a course of action from the alternatives generated. Welhrich & Koontz (2018) asserts that decision making is at the core of planning. He goes further to elaborate on the fact that a plan cannot be said to exist unless a decision - a commitment of resources, direction, or reputation has been made. So, "decision making is the commitment of organizational resources to a particular line of action." Decision making in this regard is a centrepiece of any management undertaking which must involve managerial use of creativity subjectivity, rationality and at times, some quantitative

approaches to issues of corporate, group or individual significance. The ultimate aim is to generate, relevant alternatives, pruning them and then making an intelligent choice. The need for decision making is so perverse that decision making may be considered as an important part of managerial job. Thus, managers have to decide how to plan, organize, staff, control and direct organizational activities in order to meet the targeted objectives.

So, a decision of how best to effectively and efficiently utilize and allocate organizational resources has to be made as this will facilitate goal accomplishment. Furthermore, management has to decide on how to carry out its activities amidst constant, precarious, and unwholesome organizational climate in order to minimize or avoid likelihood of environmental threats while attempting to maximize exploitative opportunities (Eromafuru, 2016). Decision making is not an exclusive preserve of the top management alone; other members of the organization do make decisions appropriate for their own needs. The difference, however, is the dimension, direction, timing and the scope of the decision. Effective decision making permeates all aspects of the management process. To every manager therefore, notwithstanding his/her level in the organization, the importance of effective 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.

Organizational Performance

Jones and George (2009) define organizational performance as the measure of how a manager utilizes the resources of the organization efficiently and effectively to accomplish the goals of the organization as well as satisfy its stakeholders. When managers are dedicated and skillful in carrying out specific roles, it helps to make things happen. Managers influence performance by defining objectives, recognizing and minimizing obstacles to the achievement of these objectives, and effectively planning, organizing, leading and controlling all available resources to attain high levels of performance (Duening & Ivancevich, 2003). Moses (2009) outlined some indices of organizational performance. They include: Profit, Performance, Sales and Market Share, Customer Service and Achievement of goals. Most common indexes of organizational performance are return on assets. It is calculated by dividing the annual profit by the average asset over the year. Duening and Ivancevich (2003) define Performance as the relationship between real inputs and real outputs; a measure of how well resources are combined and utilized to produce a result desired by management. Although many indices of workplace Performance disregard the goals of the Organization, Moses (2009) believes it is also very important. This is because in a focal year, an Organization might want to invest in expensive technology that can enhance Performance in the future. The Profit of the particular year might be negligible yet the Organization may have fulfilled its objectives. Organizational Performance comprises the actual output or results of an organization as measured against its intended outputs. Organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholders returns. The notion of organizational performance is affiliated to the endurance and success of an organization. In recent years, many organizations have attempted to manage organizational performance using the balance score card methodology where performance is tracked and measured in multiple dimension such as financial performance (shareholders return, customer service, social responsibility, corporate citizenship etc). In service organization as well as in manufacturing organizations the computation of the organization performance is critical (Brynjolfson, 2003). A balance score card proposed by (Kaplan & Norton, 2012) is used to measure the organization performance. Performance is a comprehensive measure that can include performance, quality, consistency, and so on. On the other side, performance indicators may also involve (criterion-based) results, behaviors and (normative) relative measures, concepts of education and training and instruments, involving management development and leadership training for developing attitudes of performance management and essential skills (Richard, 2002). Balance Scorecard is the one of most critical tool which provides help or frame work to ensure that the strategy is translated into rational set of

performance measurement (Kaplan & Norton, 2012). The performance measurement system assist in enhancing organization association to achieve goals and objectives in a successful manner. (Ittner & Larcker, 2008) The strategic planning that is based on development of objectives assist organization to emphasize on non-financial or intangible assets. The quality, performance and services associated with customers have financial features.

The financial and non financial reward management systems are made possible through the measurement and evaluation of performance measurement system (Kaplan & Norton, 2012). According to (Chavan,(2009), and Johnsen, (2001) said that an essential element of the Balance Scorecard technique is the feedback and learning part, where an organization is able to measure ,where organization is building its strategic capability, in the scenario of its current performance, and possible dynamic business situations. This data makes the leadership capable to analyze whether the organization is on right track and if there is need of any change. If there is need of change, the need has to be in the definition of the objectives, the path of the journey, or to rebuild the initiatives developed to enhance the capability.

Theoretical Framework

The study is anchored on Subjective Expected Utility theory (SEU) developed by L. J. Savage in 1954. The theory holds that a rational agent always attempt to maximize its reward by choosing the action with the highest expected utility. The theory of subjective expected utility combines two subjective concepts: first, a personal utility function, and second a personal probability distribution (usually based on Bayesian probability theory). In decision theory, subjective expected utility is the attractiveness of an economic opportunity as perceived by a decision-maker in the presence of risk. According to Savage (1954) the quality of human capital available in organizations reflects the quality of decisions and choices made, thus such decisions ultimately result in organization performance. The development of subjective expected utility theory (SEU) was a major intellectual achievement which gave for the first time a formally axiomatic statement of what it would mean for an agent to behave in a consistent, rational manner. It assumed that top management which are decision makers possessed a utility function which is an ordering of all possible outcomes of choices by preference, that all alternatives among which choice could be made were known, and the consequences of choosing each alternative could be ascertained. SEU theory thus suggests that top management must be effective in their organizational decision-making by pulling rather than pushing; by inspiring their subordinates rather than ordering them; by enabling people to use their own initiative and experiences rather than by denying their efforts or constraining their experiences and actions in the organization (Anderson, 2017). By applying subjectively these assigned probabilities, SEU theory opened the way to fusing subjective opinions with objective data, an approach that if adopted for effective decision-making in Organizations have a tendency of facilitating high performance.

Empirical Review

Abdulrahman (2016) examined the influence of employee participation in decision-making on firm performance in Saudi Arabia's manufacturing sector. The author who used Regression analysis and Z-test (approximated by the independent samples t-test) for the study found that a significant positive relationship exists between Participative Decision Making(PDM) and firm performance, thus suggesting that PDM is an essential component influencing firm performance.

Isichei and Ukandi (2015) investigated employees' participation in effective decision making in the hospitality industry in Abuja, Nigeria. They used linear correlation and regression for analysis of data and found that employees' participation in effective decision making impacts on the performance of hotels in Nigeria.

Abdulrahman and Al-Imam (2016) examined the influence of employee participation in decision making on firm performance in Saudi Arabia's manufacturing sector. The authors found a significant positive relationship between Participatory decision making (PDM) and firm performance, suggesting that PDM is an essential component influencing firm performance. They concluded that the higher the level of employee participation in decision-making, the higher the level of firm performance. Asif Kiyani, Mohammad Arif Khattak, Ahmed and Rabia (2015) conducted a study to explain the effect of emotional

intelligence on employee's participation in effective decision making. The data were analyzed by using SPSS in which correlation and regression test were applied to check the results. The results indicated that there is a highly significant and positive relationship between emotional intelligence and participation in effective decision making.

Shaed, Ishak and Ramli (2015) assessed the variables that had correlations with Employees' Participation in Decision Making (PDM). The findings of their work revealed that variables that had positive correlations with PDM were gender, education level, job experiences, organizational performance, Ugwu, Okoroji, & Chukwu, (2019) investigated the extent of the relationship between participative decision making and employee performance in selected hotels in Owerri, Imo State, Nigeria. The specific objective determined the relationship between leader behavior and employee commitment. Findings showed that there is a positive relationship between leader behavior and employee commitment in the selected hotels in Owerri, Imo State.

Dede, (2019) examined the relationship between employee participation in decision making and organizational performance among staff in Cross River State Board of Internal Revenue, Calabar. Finding from the study indicated that when employees participate in decision making implementation becomes easy, and creates a good working environment, increases commitment and satisfaction on decisions taken and also increases employee's moral since they feel recognized and as part of the team in the organization and the direct consequence of all this improved performance.

Isichei, & Damachi, (2015) investigated employee's participation in decision making and the hospitality industry in Nigeria, a study of selected hotels in the federal capital territory in Abuja.. Findings in the study showed that employee's participation in decision making impacts on the performance of hotels in Nigeria. Nwanah, Abomeh, & Okafor. & Mba (2019) studied participatory decision making and organizational goal attainment. The study found out that: Employee participation in decision making significantly improves job performance ($X^2_{cal} = 2.554 > X^2_{0.5} = 0.6763$); employee participation in decision making relates to employee motivation ($F_{c-test} = 21.56 > F_{t1} = 2.01$); the policy of employee participation in decision-making is significant in organizational goal attainment ($X^2_{Cal} = 1.887 > X^2_{0.5} = 0.6763$).

Farooq, Farooq, and Reynaud, (2019) studied if Employees' Participation in Decision Making Increase the level of Corporate Social and Environmental Sustainability. The findings demonstrate that employee participation has a strong positive effect on all the components of sustainability (environmental and societal). Odero, & Makori, (2017) examined the relationship between employee involvement and employee performance of part time lecturers in public universities in Kenya. The study adopted descriptive survey research design to collect data from as ample of 60 part time lecturers from four public universities in the western region of Kenya. Thus the study found that employee involvement had a great influence on employee performance.

Muindi (2019) examined the relationship between participation in decision making and job satisfaction among academic staff in public University of Nairobi. The findings indicate that a significantly strong positive correlation was found to exist between job satisfaction and participation in decision-making ($\rho=0.888$). Mutai (2015) identified the types of participative mechanisms used at Moi University and investigated the views of employees toward participatory management system. It was concluded that participatory management has not been very effective in Moi University because of management's reluctance to share power, non-liberal information sharing, and crisis of confidence and lack of preparedness on the part of workers representations.

METHODOLOGY

The study used descriptive survey research design. The study was carried out in Anambra State. The study made use of primary sources of data. Population of the study are made up 1741, employees of the three selected public organization in Anambra State. Sample size 357 was obtained through the use of Taro Yamane formula. Questionnaire was used to collect the data for this study. Face and content validity was adopted to ensure the reliability of the instrument. Statistics such as frequency count and percentages were used in the analysis of personal characteristics while research analysis and hypotheses were tested

using Multiple Regression Analysis (MRA). The research hypotheses were tested at 0.05% level of significance. Analyses were carried out with the aid of Statistical Package of Social Science (SPSS).

DATA PRESENTATION AND ANALYSIS

This chapter presents the data obtained from the respondents through the administered copies of questionnaire. Three hundred and fifty-seven (357) were administered. However, Three hundred and thirty-eight (338) copies of the questionnaire were retrieved. Therefore the analysis and interpretation of data is based on the returned questionnaire.

Presentation of Regression Result

Table 1 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.149	5	6.287	0.453	.000 ^b
	Residual	51.656	333	.155		
	Total	76.805	338			

a. Dependent Variable: OP

b. Predictors: (Constant), ECON, EEGN, ECOM

Table 2 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.551	.153		10.111	.000	1.249	1.853
	ECON	.279	.036	0.364	7.761	.000	.150	.208
	EENG	.190	.031	0.296	6.112	.000	.129	.251
	ECOM	.058	.021	0.145	2.836	.005	.099	.120

a. Dependent Variable: OP

b. Predictors: (Constant) ECON, EEGN, ECOM

Table 3 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.572	0.327	.619	.39386	.327	0.453	5	333	.000	1.758

a. Predictors: (Constant), ECON, EEGN, ECOM

b. Dependent Variable: OP

INTERPRETATION OF THE RESULT

The Coefficient of determination (β) otherwise known as the goodness of fit explains the percentages, proportion or total amount of variations in the dependent variables as a result of changes in the independent variables included in the model. This portrays the usefulness or rather the significance of the regression. The closer its values are to 1 the better the fit since the value is usually 0-1.

From our regression result, R^2 is 32.7%. This implies that the independent variables can explain about 32.7% of the variable in the dependent variable, leaving the remaining 67.3% which would be accounted for by other variable outside the model.

The F- statistics: This is used to test for the overall significant of the model. . From the result in table 1 above, our computed value of F- statistics are 0.453, while the probability is 0.000000. Since the probability of the F- statistics in the computed output is less than the desired 0.05 level of significance, we accept and state that there is a significant relationship between the variable of the estimate and that of the dependent variable

A’p priori Criteria: This is determined by the existing business theories; it also indicates the signs and magnitude of the business parameter under review. In table above, we found out that Direct Employee

consultation (ECON) has a positive sign given its value as 0.279; this implies that a unit increase in Employee consultation (ECON) increases the firm performance by 27.9%, this conform to the a' priori expectation. Employee engagement (EENG) has a positive sign and its value is 0.190; this implies that a unit increase in Employee engagement (EENG) increases the firm performance by 19%, this also conforms to theoretical expectations. Employee commitment has a positive sign and its value as 0.058; this implies that a unit increases in Employee commitment (ECOM) increase the firm performance by 5.8%; this conforms to a' priori expectation.

T- Statistics: This is carried out to measure the significance of individual explanatory variables in the model that is to find out the significant influence of explanatory variables on the dependent variables at chosen level of significance. It was discovered that Employee consultation is statistically significant at 5% level, it is highest among all (7.761), and this implies that it contributes significantly to organizational performance.

Employee engagement is positively significant at 5% level. This implies that it is one of the determining factors of firm performance as it contributes positively to organizational performance in Anambra State. Representative Employee commitment is also positively significant significance with organizational performance in public organization firms in Anambra State.

Test for autocorrelation: This is used test whether errors corresponding to different observation are uncorrelated. If the value of the Durbin-Watson from the regression result is close to 2 no autocorrelation in that regression result, but if it deviates significantly then there is autocorrelation. The Durbin-Watson statistic (D.W) of 2 reveals no autocorrelation in the models. Hence, the result is good for business analysis because the Durbin Watson result is 1.758

Hypotheses Testing

Hypothesis One

Ho₁: Employee consultation has no significance positive effect on organizational performance in public organization in Anambra State, Nigeria.

Interpretation:

Drawing inference from our regression result in table 2 above, the analysis showed that the t-value of direct employee consultation is 7.761, which is more than 1.645 while its probability is 0.000 less than $P < 0.05$ level of significance and at the 95% level of confidence intervals: (lower bound=0.150, upper bound=0.208) which does not straddle the zero in between with which the researcher worked with. Thus, we reject the null hypothesis (H₀) and accept the alternate hypothesis (H₁) which said that " Employee consultation had a significance positive effect on organizational performance in public organization in Anambra State, Nigeria

Hypothesis Two:

Ho: Employee engagement has no significance positive influence on organizational performance in public organization firms in Anambra State, Nigeria.

Interpretation:

From table 2, Employee engagement in effective decision making has shown a statistically positive significant relationship on organizational performance in public organization firms in Anambra State with t- value = 6.112 which is more than 1.645; with $P=0.000$ less than $P < 0.05$ level of significance. The 95% level of confidence intervals: (Lower bound=0.129, upper bound= (0.251) which does not straddle zero (0) in between with which the researcher worked with. Thus, we accept the alternate hypothesis (H₁) and reject the null hypothesis (H₀) which implies that " employee engagement had significance positive effect on organizational performance in public organization firms in Anambra State, Nigeria..

Hypothesis Three

Ho: Employee commitment has no significance positive effect on organizational performance in public organization firms in Anambra State, Nigeria.

Interpretation:

Drawing inference from the regression result table 4.4.2 above, the findings showed that t-value of representative employee commitment is 2.836 which is more than 1.645; with $P= 0.000$, which is less than $P < 0.05$ level of significance and at the 95% level of confidence intervals: (lower bound=0.099, upper

bound=0.120) which means zero (0) did not lie within the confidence interval level with which the researcher worked with. Based on the above findings, we accept (H_1) and reject (H_0) which statistically suggested that employee commitment has a significance positive effect on organizational performance in public organization firms in Anambra State, Nigeria.

Summary of Findings

Having conducted an empirical examination on the in Anambra State, the study has the following findings;

1. Employees' consultation has a significance positive effect on organizational productivity in selected manufacturing firms in South-East, Nigeria.
2. Employee engagement had a significant positive influence on organizational productivity in selected manufacturing firms in South-East, Nigeria.
3. Employee commitment has a significant positively influence on organizational productivity in selected manufacturing firms in South-East, Nigeria.

CONCLUSION

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

RECOMMENDATIONS

Based on the findings, the study recommends that:

1. Monthly or quarterly meetings and consultations with subordinates on crucial issues will stimulate employee morale and promote self motivation as they will feel recognized and valued in the organization
2. The managers and leaders in the organization must encourage employee involvement during quarterly meetings, weekly strategic sessions and team building sessions or interaction sessions, employees must be encouraged to address concerns relating to their jobs or share ideas on how to improve existing policies, practices and procedures that can improve performance levels.
3. The organization must exhibit a high level of commitment to its employees. If employees are concerned about losing their jobs, there is very little likelihood of high level of employees' commitment.

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