

DIRECT EMPLOYEES PARTICIPATION IN DECISION MAKING ON PRODUCTIVITY IN ACCESS BANK

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ABSTRACT

Decision-making in organizations has been the domain of top management but without the participation of those on the lower treads of the ranking of management, yet they are the very ones expected to see to the implementation of these decisions, hence this study investigated employee participation in decision making on productivity in access bank. A cross-sectional survey research design was used, and the total population are 80 staff, while the sample size is 69 staff , To provide answers to research questions and the stated objectives, information gathered on all relevant variables were analyzed using descriptive (frequencies, percentage, mean, and standard deviation) and inferential (regression) statistics with the use of SPSS statistical packages version 20. The result of the analysis indicated employee participation influence the target of employees of access bank plc. The results of the analysis indicated that employee of access bank are more productive because they are part of the decision making process in their organization. It was revealed that direct employee participation in decision making has a significant relationship with deposit target with ($F= 35.640$, $p<0.00$), The following recommendations were suggested on the basis of the findings of the study and the conclusion agreed upon. Managers of companies in Nigeria should give a reasonable attention to employee participation in decision making because it's has the ability to provide every opportunity to organization, Organisation should try to listen to their staff to that they can be more committed

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Decision-making in firm has been the issues of strategic management but without the involvement of those in the lower stage of the ranking of management, yet they are the very ones expected to see to the implementation of these decisions (McGregor 1960). Marchington (2001) sees employee involvement as a trait of soft rather than hard Human Resource Management, (HRM). In organisation with a hard orientation, Marchington (2001) opined that the numbers driven", cost-cutting mindset mitigate involvement to a one-way communication channel. This contrasts with organizations that are true believers in employees as their „greatest asset“ where there is a strategic pledge to sharing information and views and achieving a workplace culture that meets business needs. Employee participation is considered a key element in the successful implementation of new management strategies and plays a significant part in determining the degree of good organizational citizenship attitude (Harber and Marriot, 1991). This in turn, increases the commitment of the employee as well as their motivation. Furthermore, Higgins (1982) argues that participation is a mental and emotional replication that will lead to the fulfillment of individual and organizational goals, especially if supported by the organization"s climate. For instance, (Appelbaum ,Bhatti & Qureshi , 2000) argue that the opportunity to participate in decision making helps to create trust between workers and supervisors and to produce intrinsic rewards. 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 growing management concept.

Several studies have shown that allowing employees to participate in decision making leads to increase in motivation, job performance, and organizational growth (Kim et al, 2010; Bhuiyan, 2010; and Brown 1982). Decision making is shared at all levels of management. It is observed that decision making in Japanese organisation are focused on defining questions or issues rather than on finding solutions. Thus all levels of the organization are involved in this process (Brinsfield,2014). The banking sector in Nigeria has been a focal subsector; but little is probably known about the influence of its employee participation in decision making on organisation" performance. The particular attention in banking emanates from the conviction that the sector is a potential instrument of modernization, a creator of jobs, and a generator of positive spill-over effects (Tybout, 2000). Moreover, the growth in banking.

1.2 Statement of the problem

It is a modern trend in management that employees participate in decision making. This decision making style came about because the task, the environment and the people have change, Enisplus, 2016). They content that competitive advantage is the result of employee participation in decision making. Tannaem Baun and schimdt (2016) submitted that problems may occur when a manager uses a democratic façade to conceal the that he has already made a decision which he hopes the group will accept as its own. In this perspective, the desire for employee participation by the management is not real or genuine. This is further buttressed by Arnestein (2016) that there is a critical difference between going through the empty ritual of participation and having the real power needed to affect the outcome of the process. This difference is brilliantly capsulated in a poster which highlights the fundamental point that participation without re-distribution of power is an empty and frustrating process for the powerless. It allows the power holders to claim that all side were considered, but makes it possible for only some of those sides to benefit.

To achieve the objectives of this study, this question was addressed.

How does direct participation affect the productivity of access bank? Also the objective of the study was to investigate the effect of direct participation on the productivity of access bank

This hypothesis will be formulated and tested in the study

There is no significant Relationship between direct participation and the productivity of access bank

LITERATURE REVIEW

2.1 Conceptual Review

Employee participation in Decision Making means that every employee is regarded as a unique human being, not just a cog in a machine, and each employee is involved in helping the organization meet its goals (Nwoko & Emerole, 2017). Nachiket (2014) views employee participation as ‘a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organization and their commitment to its objectives’ to enable them contribute to the continuous improvement and the ongoing success of their work. Employees with high level of involvement could be described as one whose job is the center of his/her life. As such, many theorists have hypothesized that employees with high level of involvement will put forth substantial effort towards the achievement of organizational objectives and less likely to lead to turnover (Komal, 2013; Komal, Samina & Akbar, 2011). According to Ojokuku and Sajuyigbe (2014), employee participation in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation. Wood (2010) defines employee participation as a management style that actively seeks employees’ inputs, allowing

employees to contribute to the resolution of work related issues. Westhuizen (2010) provides a more comprehensive and broad definition of employee participation by defining employee participation in decision making as the totality of forms, that is direct or through the representatives of the employees by which individuals, groups, collectives secure their interests or contribute to the decision making process.

2.1.2 Forms of Employee Participation in Decision Making

Two forms of employee participation can generally be identified, namely direct and indirect participation (Nel et al., 2005).

2.1.2.1 Direct Employee Participation:

According to Keller and Werner (2011), direct participation occurs when employees share in some or all decisions that are made at an enterprise level by them. Direct participation customarily entails that the subordinates participate, speak for themselves about work or matters related to work.

2.1.2.2 Indirect Employee Participation:

According to Nel et al., (2005), the indirect participation of employees in decision making is one whereby employees participate through trade unions. According to Anstey (1997), collective bargaining (CB) is an indirect form of employee participation in decision making, and it is the most common form of employee participation worldwide.

2.1.6 Organisational Performance and Employee Participation

Gunasekaran et al (1994) define Profitability as a combination of the efficiency and effectiveness of an organization. There is growing evidence that profitability rests increasingly on the involvement of workers in decision making. Scholars have argued that employee involvement contributes to organisational efficiency because it has the capacity to enhance the quality of decision making by increasing the inputs and promotes commitment to the outcomes of the decision making process in the workplace (Markey, 2006). According to Spreitzer et al. (1997), workers who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high profitability. A significant relationship between frequency of employee's consultation and organisation commitment has also been established (Noah, 2008). While employee involvement may reside at the core of many contemporary practices and research, the extent to which organisational-level performance gains are actually achieved through decentralizing decision-making authority to lower level employee remains unclear (Richardson et al., 2002).

2.2.1 Incentives and Complimentary Theory

This theory emphasizes the importance of aligning decision making rights with incentives to make good decisions. If undertaken seriously, the use of greater employee participation involves substantial changes in decision making rights when frontline employees collect and analyze more data and suggest and implement improvements. In these circumstances, it makes sense to structure incentives in ways that reward quality and improvement and align frontline workers' goals with their new authority (Milgrom et al., 1995). Because workplaces with greater employee participation and involvement depend more on employee initiative, the theory of complementarities between participation and incentives implies pay practices such as gain sharing, profit sharing, and stock ownership plans will be more common. If these forms of variable compensation substitute for base pay, shift earnings risk to workers, or are introduced in the context of concession bargaining (Bell & Neumark, 1993), then one would observe lower regular wages in their presence, though perhaps less employment variability in some cases as well. However, if the firm's strategy is to introduce a

supplement or at least avoid putting current pay levels at risk, then total earnings may be no different or slightly higher. If the practices work as intended and increase motivation and productivity, earnings may be significantly greater, assuming firms share gains with workers. Critics of this theory argue that it does not give sufficient attention to individual characteristics which are very important in understanding human behavior (Bloona, 2007).

2.1 Empirical Review

Oluwatoyo, Opoko and Ezma (2017) examine the impact of employee participation on the performances of the architectural firms in Nigeria. The study employed a cross-sectional evaluation survey approach. Quantitative method was used in selection of the respondents and collection of data. A sample size of 384 respondents was picked through clustered sampling. Questionnaires were used to collect data. The data collected was captured in MS Excel and analyzed using Statistical Package for Social Scientists (SPSS) version 24. Linear regression analysis and Pearson's correlation coefficient were run to determine the relationship between employee participation and organizational performance. The analyzed data was presented in the form of suitable graphs, tables and charts. Results reveal that the positive impact of employee participation in decision making on firm performance varied with the nature of the decision.

Nwoko and Emerole (2017) also examine the effect of employees' participation in decision making on organisational performance, with reference to National Root Crops Research Institutes Umudike. The population of the study was 560 respondents out of which 340 respondent were chosen as the sample size using taro Yamane formula. 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. Result shows that there is a positive relationship between employees' participation in decision making and work commitment of the employees in the institution.

Ikechukwu and Chidinma (2017) examine the effects of employee participation on minimum wage determination, with reference to the Nigerian Labour Congress. The sample size of the study was 650 congress men chosen across the country, The research is a cross-sectional study. Standardized questionnaires were distributed, filled, and collected. Statistical package for social sciences (SPSS) was used to process and analyze the data collected from the respondents through correlation; and regression analyses were performed to determine the association between dependent and independent variables. The major findings reveal that meetings with government representatives, collective bargaining process, exerting upward pressure on the government and advising government are the major ways that the members of Nigerian Labour Congress actively participate in minimum wage determination in Nigeria.

Udu and Aturu-Aghedo (2016) also examine the impact of participative decision making on the performance in the Federal Airports Authority (FAAN), Lagos, Nigeria. This study made use of descriptive survey research, while a structured questionnaire and personal interview were used to collect data from seventy five (75) respondents in the selected hotels and restaurants in Osun State, Nigeria. Data were analysed with the aid of Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression. The findings of the study reveal that the command and control strategy is no longer an adequate model in FAAN; a more collaborative framework that engenders greater organizational commitment and improved performance is in use as at the time of study which is considered appropriate for decision making in organizations.

Jemilohun, Ekanem and Adebara (2015) assesse the importance of employee participation in organization decision making process, using the Le Meridien Ibom Hotel and Golf Resort, Uyo as a case study. The convenience sampling technique was used to select 399 participants made up of 251 males and 148 females. Participants' ages ranged between 24-52 years ($M = 37.94$, $SD = 7.35$). The design adopted was cross-

sectional survey design while the One-Way Multivariate Analysis of Variance was utilized to analyze data collected. Result shows that gender and level of education had significant effects on employee relevance in the decision making process while the effects of age, grade of staff and employee work division, showed insignificant effects.

2.4 Conceptual Frame work

The relationship between independent and dependent variables was showed in this framework. Employee participation in decision making acts as the independent variable and it was measured using: direct and indirect participation. The productivity will act as the dependent variable and it was measured using: deposit target

This is diagrammatically show in fig 2.1

Employees participation

Independent Variable



source: **Researchers computation 2021**

METHODOLOGY

A cross-sectional survey research design will be used in carrying out this study. The population of the study will consist the total number of staff in access bank in North senatorial district and ondocentral senatorial district , the total population are 80 staff. The sample size of the study will be derived using Taro Yamane formula and this amounted to 69 staff. The sample size of this study was derived using Taro Yamane formula Multi-stage sampling technique will be employed for this study. Purposive sampling technique will be used in selecting the sampled firms while simple random techniques will be used to select the respondents. In regard, data for this study were gathered from primary source. The main instrument of this study will be structured questionnaire designed to collect information from the respondents. To provide answers to research questions and the stated objectives, information gathered on all relevant variables were analyzed using descriptive (frequencies, percentage, mean, and standard deviation) and inferential (regression) statistics with the use of SPSS statistical packages version 20.

4.0DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 DESCRIPTIVE ANALYSIS

The descriptive analysis table captured the demographic, factors that influence adoption of employee participation in decision making,

Table 4.1: Demographic Characteristics of the Respondents

DEMOGRAPHIC CHARACTERISTICS					
		FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
GENDER	MALE	36	61.7	61.7	61.7
	FEMALE	24	38.3	38.3	100.0
	TOTAL	60	100.0	100.0	
AGE GROUP	21 – 30	16	26.5	26.5	26.5
	31 – 40	24	44.1	44.1	70.6
	41-50	14	20.6	20.6	91.2
	50yrs above	6	8.8	8.8	100.0
	TOTAL	60	100.0	100.0	
MARITAL STATUS	Single	20	38.3	38.3	38.3
	Married	27	44.1	44.1	82.4
	Divorced	9	14.7	14.7	97.1
	Widowed	2	2.9	2.9	100.0
	TOTAL	60	100.0	100.0	
Educational background	Wasc/ssce/gced	7	14.7	14.7	14.7
	Ond	9	17.7	17.7	32.4
	Bsc/hnd	28	38.2	38.2	70.6
	Mba/m.sc	11	23.5	23.5	94.1
	Phd	5	5.9	5.9	100
	TOTAL	60	100	100	
DEPARTMENT	Human resource	20	29.4	29.4	29.4
	Marketing	14	23.6	23.6	45.0
	Ict dept	20	29.5	29.5	76.5
	Customer service	6	17.6	17.6	100.0

Source: field survey, 2021

The analysis in Table 4.1 indicated the socio demographic characteristics of the respondents of this study. This analysis showed that gender participation was representative as both sexes had good representation. Because, about 61.7% (36) of the respondents were male while 38.3% (24) were female indicating that majority of the respondents were male. In terms of age, majority of the respondents representing 44.1% (27) were within the age bracket 31-40years. For the age bracket 21-30 years, 26.5% (16) respondents took part. while 20.6% (20) of the sampled respondents were within the age bracket 41-50 and age bracket 51yrs and above are 8.8% (6) which shows that the respondents of the study are matured enough to give correct information pertaining to the question being asked. In terms of marital status 38.3%(20) of the respondent were of single, 44.1%(27) of the respondent were married, while 14.7% (9) are divorcee, also the widowed are 2.9%(2) indicating that majority of the respondents have a stable home. On educational background of the respondents, Table 4.1 shows that majority 28(38.2%) of the respondents had bsc/hnd and was closely followed by those with msc 11(23.5%). Wasc/ssce/gce were 14.7% (7) of the respondents, while 17.7% (9) respondents had ond and phd, were 5.9% (5) indicating that our respondents were educated enough to know and understand the questionnaire given to them. In terms of departmental, 29.4%(20) of the respondent were in hrm, 23.5%(14) of the respondent were mkt, while 29.4% (20) are ict, also the customer service are 23.5%(17.6) indicating that majority of the respondents have a stable home.

Table 4.2 The Effect of direct participation on productivity

We have below the regression analysis of employee participation using task discretion (TD) and individual delegation (ID) on deposit target (DT)

Model	Unstandardized coefficients		Standardized coefficients Beta	T	Sign	Collinearity statistics	
	B	Std Error				Tolerance	VIF
Constant	.700	1.443		.485	.628		
TD	.469	.107	.264	4.391	.000	.998	1.002
ID	.435	.062	.422	7.014	.000	.998	1.002
Model Statistics							
R	.507						
R ²	.257						
Adjusted R ²	.250						
S. E of estimate	2.27247						
F- stat	35.640						
Sig (F stat)	0.000						
DW stat	2.754						

Source: Field Survey, 2021.

a. Dependent variable DT

Predictors: (Constant), TD, JC.

TD = TASK DISCRETION

ID= INDIVIDUAL DELEGATION

The analysis indicates the effect of direct employee participation on productivity. The results revealed that the predictor variables (task discretion and individual delegation) were individually statistically significant to deposit target. Task discretion explained 46.9% of the variance in the target deposit while individual delegation explained 43.5% of the variance in the deposit target. However, the overall effect of direct employee participation in decision making on productivity was significant ($F= 35.640, p<0.00$).

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The result of the analysis indicated Direct employee participation influence the target of employees of access bank plc. The results of the analysis indicated that employee of access bank are more productive because they are part of the decision making process in their organization. It was revealed that employee participation in decision making has a significant relationship with deposit target with ($F= 35.640, p<0.00$). The study revealed that Direct employee participation in decision making which are measured with task discretion and individual delegation will improved the productivity of access bank employees.

The following recommendations were suggested on the basis of the findings of the study and the conclusion agreed upon.

1. Managers of companies in Nigeria should give a reasonable attention to employee participation in decision making because it's has the ability to provide every opportunity to organisation
2. Organisation should try to listen to their staff to that they can be more committed

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