



Influence of employees' participation in decision making on organizational performance of selected indigenous firms in Nigeria

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Abstract

The study investigated the influence of employees' participation in decision making on organizational performance of selected indigenous firms in Nigeria. The specific objectives are to: (a) examine the influence of employee consultation on organizational performance in selected indigenous firms in Nigeria; (b) ascertain the influence of employee job enrichment on organizational success in selected indigenous firms in Nigeria. The research design of the study was descriptive survey research method. The sample size of 199 respondents was drawn from population of 394 employees of CCC Nig. Ltd, Crushed Rock Industry Nig. Ltd and Setraco Nig. Ltd. Method of data analysis was mean score, standard deviation and regression statistics. The findings of the study revealed that there is significance positive influence of employee consultation on organizational performance in selected indigenous firms in Nigeria since employee consultation encourages them to think about the issues of the company to enhance organizational performance (t-statistics (5.324) > P-values (0.000) and it also revealed that there is significance positive influence of employee job enrichment on organizational success in selected indigenous firms in Nigeria since employee job enrichment increases the responsibility of the employees thereby yielding higher productivity in the company (t-statistics (9.129) > P-values (0.000). The study recommended that management of indigenous firms in Nigeria should make employees feel part as owners and stakeholders of the organization, employees should be encouraged to own shares in the organization which will promote good attitude towards work to enhance productivity.

Keywords: Decision Making, Employee's Participation, Organizational Performance

Introduction

Employee participation in decision making has been recognized as a managerial tool for improving organizational performance by striving for the shared goals of employees and managers. 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 growing management concept (Ojokuku & Sajuyigbe, 2018) ^[17].

In the current world economy, steady economic change continually needs employee's support to ensure implementation of certain tasks and activities. Most organisations have realized that employee outcomes such as trust, leadership, employee participant are significant in determining the success of the organisation (Egbuta, Akpa & Olaniyan, 2020) ^[7]. According to Ojokuku and Sajuyigbe (2018) ^[17], employee participation in decision making has been recognized as a managerial tool for improving organizational performance by striving for the shared goals of employees and managers.

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 growing management concept (Brinsfield, 2019) ^[3].

Employee participation is considered a key element in management strategies that plays an important role in determining the degree of employee job satisfaction, commitment and organizational performance (Ajala & Nnaemeka, 2019) ^[1]. Okechukwu & Hilda (2022) ^[18] found that improvement in performance arises when employees' ideas are incorporated in decision-making. Odero and Makori, (2018) ^[16] found that employees are greatly under-utilised in the workplace through the lack of involvement in work-based decisions. Also, Kofi, Dwumah and Ansong, (2012) ^[11] found that employees' involvement in decisions affecting the job or work in which they are engaged precipitate high level of commitment and performance. Furthermore, Bhatti and Qureshi (2017) ^[2], found that increasing employee involvement in organisational decision process have a positive effect on employees job satisfaction, employee commitment and organizational performance. Trust and employee participation are imperative in the 21st century workforce. However, human resource practitioners are only beginning to understand the relevance and challenges of trust and employee participation in developing nations and how trust and employee participation plays a key role in determining the relationship between managers and employees (Odero & Makori, 2018) ^[16]. Good relationship between employees and employers in the power industry can lead to productivity, motivation and better performance. Based on this background, this study intends to examine the influence of employees' participation in decision making on organization performance with specific attention to some selected indigenous firms in Nigeria.

Statement of the Problem

Employee participation in decision making is very critical to the survival of every organization and therefore needs serious attention to be able to amend this attitude and ensure harmony in employer-employee relationship. The participation of employees in decision-making allows them to feel as a body of the organization to ensure the accomplishment of organizational goals. The absence of employees involved in decision-making process could result in job dissatisfaction which probably could lead to confrontation which would adversely affect productivity and eventually the gross domestic product of the country at large (Kuye & Sulaimon, 2019). The non-participation of employee in organizational decision making may central to low performance in an organization. Non-participation of employee in decision making might demoralize employees, also may result to clash between management and employees and possibly lead to indifference to the decision making stretched by the organizational efficiency (Okechukwu, 2019) ^[19].

In most cases, employers also look for those mechanisms that will make employees work behaviour to be innovative because employees also may have set their personal goals and objectives at work in which the managers have to realize and adapt. Employers involve employees in carrying out

decisions while at work because they feel that they have the capacity to achieve set targets, but the challenge mostly occurs when the employees who are given the mandate to carry out tasks are not responsive or agile to meet up the demands of the employers. This has also made most firms to suffer downturns. Thus a gap in knowledge has emerged based on enhancing agility and innovativeness of employees to achieve goals and objectives. Moreover, despite this growth of scholarly publications on employee participation in decision making and organizational performance, little empirical evidence exists in developing countries, especially Nigeria. This study examines the relationship between employee involvement and organizational productivity in the Nigerian banking sector. In the light of the above, this study hence is set to examine the influence of employee's participation in decision making on organizational performance of selected indigenous firms in Nigeria.

Objectives of the Study

The main objective of this study is to investigate the influence of employees' participation in decision making on organizational performance of selected indigenous firms in Nigeria. The specific objectives are to:

- a) Examine the influence of employee consultation on organizational performance in selected indigenous firms in Nigeria.
- b) Ascertain the influence of employee job enrichment on organizational success in selected indigenous firms in Nigeria.

Conceptual Framework

Employee Participation in Decision-making

Employee participation in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation (Ekere & Amah, 2018) ^[8]. Wainaina, Iravo and Waititu, (2019) ^[23] describes employee participation as "the totality of methods, that is direct (personal or by the employee) or indirect (through the representatives of the employees) by which individuals, groups, collectives secure their interests, or contribute to the decision making process".

Employee participation can either be direct or indirect. In direct participation employees are involved in the activity or process. In the case of indirect participation, their involvement occurs through TU(s), which are the employees' representatives (Mambula, Francis & Zirra, 2021) ^[14]. In the same vein Daniels and Bailey, (2019) ^[5] states that indirect participation is a situation where employees share in some or all decisions that are made in the workplace via their representatives. A high degree of participation (deep employee participation in decision making) means that all categories of employees are involved in the planning process.

Methods of involving Employees in Decision Making

Employee Consultation

This involves seeking opinion of employees on matter affecting the job. Managers consult with their employees in order to inspire them to think about issues and contribute their own ideas before decisions are made. It would also mean briefing the employees on decisions that have been taken and explaining why such action has been taken in order to gain their co-operation. The implication; however is that employee's suggestions are subject to approval and disapproval of managers. Consultative management has the

advantage of managers consulting with his employees at any time without having to go through the red tape required by committee procedures. Also the manger can consult with any number of employees ranging from one to a whole group (Gollan, & Wilkinson, 2017) ^[10].

Consultative participation can potentially touch all workers directly in relation to their work tasks, work organization and working conditions. Such participation is strongly reliant on a voluntary management decision and can be seen as HRM practices (Kuye & Sulaimon, 2017) ^[12]. Consultative participation appears to have an impact on organizational performance in three rather basic ways. First, employees with consultative participation opportunities can influence organizational performance directly by offering suggestions leading to more efficient processes or better product quality (Koech & Namusonge, 2012). In doing so, employees can contribute to higher labour productivity and process innovation. Secondly, like other HR policies and practices, direct participation influences employee attitudes which in turn support employee behavior that is beneficial for organizational performance such as, reduced turnover and absenteeism, improved productivity and product quality (Gollan, & Wilkinson, 2017) ^[10].

Job Enrichment

This is increasing vertically the responsibilities of employees; asking them greater discretion to make decision affecting their work without reference to the superior. The essence of job enrichment is to make use of the individual's talent and at the same time giving him increased participation in decision making. An enriched job is seen as the key to improve performance. It involves expanding the decision making capacity of employees. It is only suitable for high level managerial, professional and crafts jobs where the potential for enriching jobs is greater. It has also been found that trade unions dislike job enrichment. A trade union leader in his reaction to dislike for job enrichment said, if you want to enrich the job, enrich the pay packet, the better the wage the greater the job satisfaction (Machington & Cox, 2017) ^[13].

Organizational Performance

Stewart (2020) ^[22] is of the opinion that organizational performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. Financial performance refers to the act of performing financial activity. In other logic, financial performance refers to the point to which financial objectives are being or have been achieved. It is used to measure a firm's overall financial health over a given period. Non-financial performance is any measure of either an individual's or an entity's performance that is not articulated in monetary units. Nelly (2022) ^[15] opines that in today's environment where companies compete on the basis of non-financial indicators, they need information on how they are performing across a broader spectrum of dimensions, not only financially but also factors on the customer, employees and the wider community. Non-financial performance includes measure of customer or employee satisfaction, quality, company reputation, market share and competitiveness (Stewart, 2020) ^[22].

Empirical Literature

The following are the empirical literature regarding the subject matter of the study.

Quagraine, (2010) examined the relationship between

employee involvement in decision making and their levels of motivation in two selected banks in the Greater Accra Region of Ghana-one private bank and one public bank. The study adopted survey research design. The study employed both qualitative and quantitative techniques. Interviews were lead with one human resource officer from each bank and improved with survey data gathered from employees of each bank, who replied to both close-ended and open-ended questions. The sample size of 104 respondents was drawn from population of 120 workers in two selected banks in the Greater Accra Region of Ghana-one private bank and one public bank. Both descriptive and inferential statistics were used for the data analyses. The findings revealed that, partaking in decision making makes employees feel satisfied on the job; makes them feel as part of the organization; and there is reduction in autocracy. The study recommended that, the board of managements should organize seminars to educate workers on alternative forms of incentives. This will enable them appreciate other reasons or incentives for work including: inner satisfaction through participation in decision making and recognition.

Kofi, Dwumah, and Ansong, (2012) ^[11] examined the participation of employees in decision making and its influence on employees performance in Selected Organizations in Ashanti Region of Ghana. Four (4) organizations were selected by simple random sampling technique. They were divided into two. 2 - Productions and 2 - service organizations. The study adopted research survey design. Through proportional allocation method of the stratified sampling technique, a total of 500 respondents were selected. Questionnaires were either self-administered or through the face-to-face interview. The method of data analysis was both descriptive and inferential statistics. The findings of the study revealed that employee involvement in decision making impacted positively on workers commitment and performance. The study therefore recommended that management should involve employees in decision making on matters which affected the workers and the organizations as a whole.

Wainaina, Iravo and Waititu (2019) ^[23] investigated the effect of employee participation in decision making on academic staffs' organizational commitment in the private and public universities in Kenya. This survey study was a form of a cross-section study where descriptive research design was employed. The study targeted all the academic staff in the public and private universities in Kenya. Stratified sampling was used where 16 universities were selected with population of 347 staffs and the sample size drawn was 282 respondents. The method of data analysis was t-test and F-test. Correlation and regression analysis were also done. The findings of the study ascertained that employee participation in decision making significantly influence university academic staffs' organizational commitment in Kenya. The study recommended that the board administration should allow university academic staffs to be involved in making decisions especially those that affect their working life.

Oyebamiji, (2018) ^[20] investigated the influence of employees' participation in decision making on organization performance with particular reference to Ladoke Akintola University of Technology (LAUTECH) Teaching Hospital, Ogbomoso, Oyo State, Nigeria. The study employed survey research design. Purposive random sampling technique was used to select Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso Oyo State, Nigeria, while

simple random sampling method was used to select two hundred and five (205) respondents. The method of data analysis was structured questionnaire and frequency, percentage, means, standard deviation and linear regression analysis. The findings of the study revealed that both direct participation and representative participation have positive and significant impact on organizational performance, it indicated that level of employees' participation in decision making in Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso is very low due to unwillingness of management to share decision-making with employees. The study recommends that managements should allow employees to make contribution in policy development as they play a major role in policy implementation and this among others will increase organizational performance.

Okechukwu, (2019) ^[19] examine the relationship between employee's participation in decision making on organizational performance. Research questions were acquired and hypothesis formulated to help derive the study. The two major sources of data were used but the questionnaire is the most extensively used instrument. The study was essentially survey design. The population of the study was 240 and a sample size of 150 was derived using the Taro Yamane formula. The data collected were analyzed using tables and percentages while the hypotheses were tested using the chi-square statistical tool. The findings arrived at include, the relationship between employee's participation in decision making lead to a sense of belonging and create cooperation and unity in the organizational productivity. Employees' participation in decision making positively affect their morale and enhances productive efficiency in the organization. The level of education guarantees workers participation in decision making process. The study recommended that management should give rooms to workers participation and also create cooperation, unity, and increase their morale and efficiency in job performance.

Dede, (2019) ^[6] examined the relationship between employee participation in decision making and organizational productivity among staff in Cross River State Board of Internal Revenue, Calabar, Cross River State, Nigeria. The study adopted survey research design. The simple and purposive sampling techniques were used to obtained a sample size of 80 respondents for study, the questionnaire consisting of 40 question on the various employee participation scenarios and an interview were administered. Motivation theory and qualitative data collection approach were employed. The findings of the study revealed 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 productivity. The study recommended that managements should give employees the necessary skills and adequate training need in order to promote creativity and innovation in decision making and work attitude as this enhance organizational productivity.

Cross (2019) ^[4] examined the impact of employee's participation on decision making in Nigerian banking sector. The research design was descriptive in nature. Primary data method was used for the study and the instrument used was a questionnaire survey designed using the Likert scale questionnaire format. The sample size of 102 respondents was drawn from population of 120 staffs in Nigeria banks. The method of data analysis was Chi-square statistical method. Findings in the study showed that employee's participation in decision making impacts on the performance of organizations in Nigeria. The study recommended that there is need for banking sector to demonstrate high level of commitment to employee involvement in decision making for performance enhancement.

Ekwoaba, Ufodiama, and Enyinnaya, (2019) ^[9] examined the effect of employee participation in decision making on organizational performance using TYX Oil Limited, Lagos State as the unit of study. The study employed survey research design. With the use Multi-stage sampling techniques a sample of two hundred and seventy- nine (279) respondents comprising 172 males (61.6%) and 107 (38.4%) females staffs of TYX Oil Limited, Lagos State who participated in the study was drawn. The method of data analysis was regression and t-test analyses. The result of the findings revealed that employee participation in decision making affects organizational performance because the collective voice of workers remains vital for the overall good of the organization. The study recommended among others that there should a consistent collaborative partnership between employees and management through which the organization could benefit from creative and innovative endowments that are residing in the workforce.

Methodology

Study Area was Ebonyi State. The research design of the study was descriptive survey research method. The study used structured questionnaire to obtain data. The choice of location was based on proximity, effective coverage and cost minimization. The population of the study consists of 394 employees of CCC Nig. Ltd, Crushed Rock Industry Nig. Ltd and Setraco Nig. Ltd. Yaro Yamane sampling technique is applied to narrow down the population to a researchable size (sample size) of 199. Research questions were answered using mean score and standard deviation. The hypotheses stated were tested using regression statistics.

Data Presentation and Analysis

Table 1: Comprehensive Demographic distribution of Respondents

Title	Frequency	Percentage
Questionnaire Distribution		
Questionnaires Distributed	199	100%
Returned Questionnaires	178	89%
Not Returned Questionnaires	22	11%
Gender		
Female	106	40.4%
Male	72	59.6%
Age Bracket		
20-30 Years	19	10.7%
31-40 Years	96	53.9%
41-50 Years	46	25.8%
51 Years – above	17	9.6%
Marital Status		
Married	95	53.4%
Single	65	36.5%
Widow/widower	4	2.2%
Divorce	14	7.9%
Educational Qualification		
FSLC	15	8.4%
SSCE	29	16.3%
NCE/OND	45	25.3%
HND/B.sc	86	48.3%
MBA/M.sc	3	1.7%
Working Experience		
1- 5 Years	16	9.0%
6-10 Years	35	19.7%
11-20 Years	75	42.1%
21 -35 Years	52	29.2%

Sources: Field Survey, 2023

One hundred and ninety nine (199) copies of questionnaire were designed and distributed to the respondents. Out of the 119 Questionnaires distributed, 178 (89%) were completed and returned while 22 (11%) were not returned. Therefore, 89 percent respondents were a good representation. The frequent table and their respective percentage for gender, age bracket, marital status, qualification, length of service were given

above.

Data Analysis

Question One: what is the extent at which employee consultation influences organizational performance in selected indigenous firms in Nigeria?

Table 2: Mean rating of the respondents on extent to which employee consultation influences organizational performance in selected indigenous firms in Nigeria?

S/N	Questionnaire Items	VHE (5)	HE (4)	M (3)	LE (2)	VLE (1)	Mean	SD	Remark
1	Employee consultation encourages them to think about the issues of the company to enhance organizational performance.	67	56	30	23	2	3.915	0.0717	Significant
2	Employee consultation enables them to contribute their own idea before decisions are made for success of the organization.	69	40	51	18	0	3.898	0.0710	Significant
3	Employee consultation increases the morale of the employees to achieve higher productivity in the organization.	58	51	46	16	7	3.769	0.0657	Significant
4.	Employee consultation gives room for greater job satisfaction.	57	57	48	8	8	3.825	0.0681	Significant
	Grand Mean						3.829	0.0691	

Source: Field Survey, 2023

This table shows the opinion of respondents on what is the extent at which employee consultation influences organizational performance in selected indigenous firms in Nigeria. The research items 1,2,3,4 have mean score of above 3.0point respectively and it was rated moderate extent by respondents. Thereby study revealed that employee consultation has significant influence on organizational performance in selected indigenous firms in Nigeria since

employee consultation encourages them to think about the issues of the company to enhance organizational performance. The respondents are in agreement with all the items. (The grand me 3.892 is greater than the cutoff point 3).

Question Two: What is the extent at which employee job enrichment influences organizational success in selected indigenous firms in Nigeria?

Table 3: Responses of the respondents on the extent to which employee job enrichment influences organizational success in selected indigenous firms in Nigeria?

S/N	Questionnaire Item	VHE (5)	HE (4)	M (3)	LE (2)	VLE (1)	Mean	SD	Remark
1	Employee job enrichment expands the decision making capacity of the company.	61	47	39	13	18	3.674	0.0615	Significant
2	Employee job enrichment increases the responsibility of the employees thereby yielding higher productivity in the company.	56	47	45	23	8	3.713	0.0633	Significant
3	Employee job enrichment creates greater discretion to make decision affecting works without reference to the superior.	50	57	36	23	12	3.612	0.0586	Significant
4.	Employee job enrichment increases the pay package of employee therefore enhance productivity.	61	45	38	23	11	3.685	0.0620	Significant
Grand Mean							3.671	0.0613	

Source: Field Survey, 2023

This table shows the opinion of respondents on what is the extent at which employee job enrichment influences organizational success in selected indigenous firms in Nigeria. The research items 1,2,3,4 have mean score of above 3.0point respectively and it was rated moderate extent by respondents. Thereby study revealed that employee job enrichment has significant influence on organizational success in selected indigenous firms in Nigeria since employee job enrichment increases the responsibility of the employees thereby yielding higher productivity in the company. The respondents are in agreement with all the items. (The grand me 3.671 is greater than the cutoff point 3).

Test of Hypotheses

This is aimed at finding out the opinion of the respondents in the questions relating to the research hypothesis. The two hypotheses postulated in chapter one was tested using single regression.

Test of Hypothesis One

H₀₁ = Employee consultation has no significant influence on organizational performance in selected indigenous firms in Nigeria.

Table 4

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788 ^a	.754	.602	0.26068

a. Predictors: (Constant), Employee Consultation

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ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	558.335	1	558.335	13.306	.000
	Residual	7049.365	177	41.960		
	Total	7607.700	178			

a. Dependent Variable: Organizational Performance
b. Predictors: (Constant), Employee Consultation

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Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.077	2.751		3.299	.001
	Employee Consultation	.577	.108	.327	5.342	.000

a. Dependent Variable: Organizational Performance

The result of the regression analysis summarized in Table 4.3.1 shows that the model for the influence of employee consultation on organizational performance in selected indigenous firms in Nigeria. In testing this hypothesis, employee consultation was regressed against organizational performance.

Organizational Performance = 9.077 + 0.577 Employee Consultation

The empirical result shows that the coefficient of employee consultation is positive; it means that employee consultation has positive and direct relationship with organizational performance.

The results of the t-statistics denotes that the coefficient of employee consultation is statistically significance. This is because observed values of t – statistics (5.324) was greater than its critical values (0.000). The results of the F – statistical test shows that the overall regression of the model one is statistically significance. This is because observed values of the F – statistics (13.306) is greater than its critical value (0.000). Again, our empirical result shows that the coefficient of determination (R²) is 0.788. Explanatory power of the variable is high. We reject hull hypothesis and concluded that there is significance positive influence of employee consultation on organizational performance in selected indigenous firms in Nigeria.

Test of Hypothesis Two

H₀₂ = Employee job enrichment has no significant influence

on organizational success in selected indigenous firms in Nigeria.

Table 5

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.976 ^a	.832	.628	.58434
a. Predictors: (Constant), Employee Job Enrichment				

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ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	556.553	1	556.553	87.798	.000 ^b
	Residual	1122.041	177	6.339		
	Total	1678.594	178			
a. Dependent Variable: Organizational Success						
b. Predictors: (Constant), Employee Job Enrichment						

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Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.349	.054		6.463	.000
	Employee Job Enrichment	.248	.027	.576	9.129	.000
a. Dependent Variable: Organizational Success						

The result of the regression analysis summarized in Table 4.3.2 shows that the model for the influence of employee job enrichment on organizational success in selected indigenous firms in Nigeria. In testing this hypothesis, employee job enrichment was regressed against organizational success.

Organizational Success = 0.349 + 0.248 Employee Job Enrichment

The empirical result shows that the coefficient of employee job enrichment is positive; it means that employee job enrichment has positive and direct relationship with organizational success. The results of the t – statistics denotes that the coefficient of employee job enrichment is statistically significance. This is because observed values of t – statistics (9.129) was greater than its critical values (0.000). The results of the F – statistical test shows that the overall regression of the model two is statistically significance. This is because observed values of the F – statistics (89.798) was greater than its critical value (0.000). Again, our empirical result shows that the coefficient of determination (R²) is 0.976. Explanatory power of the variable is very high. We reject null hypothesis and concluded that there is significance positive influence of employee job enrichment on organizational success in selected indigenous firms in Nigeria.

Summary of the Findings

The following are the major findings of the study

1. There is significance positive influence of employee consultation on organizational performance in selected indigenous firms in Nigeria since employee consultation encourages them to think about the issues of the company to enhance organizational performance (t-statistics (5.324) > P-values (0.000)).
2. There is significance positive influence of employee job enrichment on organizational success in selected indigenous firms in Nigeria since employee job enrichment increases the responsibility of the employees thereby yielding higher productivity in the company (t-

statistics (9.129) > P-values (0.000).

Conclusion

The study concludes that there is significance positive influence of employees’ participation in decision making on organizational performance of selected indigenous firms in Nigeria. The study revealed that employee consultation, employee job enrichment were most acceptable and commonly used methods of employees’ participation in decision making among competing alternative in indigenous firms in Nigeria. Employee consultation encourages employee to think about the issues of the company to enhance organizational performance and employee consultation enables them to contribute their own idea before decisions are made for success of the organization. Employee job enrichment increases the responsibility of the employees thereby yielding higher productivity in the company and employee job enrichment increases the pay package of employee therefore enhance productivity.

Recommendation

Based on the findings of this study, the following recommendations are made.

1. Management of indigenous firms in Nigeria should make employees feel part as owners and stakeholders of the organization, employees should be encouraged to own shares in the organization which will promote good attitude towards work to enhance productivity.
2. Management of indigenous firms in Nigeria should introduce employee suggestion schemes and attitude surveys to implement where employees can be interviewed to determine their perceptions of various organizational issues especially those that affect their working life. Management of indigenous firms in Nigeria should introduce enlightenment program for workers on their right to seize the opportunity of involvement in decision making.

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