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Impact of employees' involvement in decision making on organizational performance in delta sea port delta state Nigeria

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Abstract

Decision-making in organizations have been the domain of top management but without the participation of those in the lower treads of the ranking of management, yet they are the very ones expected to see to the implementation of these decisions. Employee involvement in decision-making has attracted the attention of practitioners, researchers and scholars in labour relations circles. The study investigated the impact of employees' involvement in decision making on organizational performance Delta State Sea Port Delta State Nigeria. The specific objectives are to: (a) evaluate the impact of employee board representation on organizational performance in Delta sea-port Delta State; (b) investigate the impact of employee collective bargaining on organizational growth in Delta sea-port Delta State. 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 Delta sea-port in Delta State. Method of data analysis was mean score, standard deviation and regression statistics. The findings of the study revealed that

there was positive and significance impact of employee board representation on organizational performance in Delta sea-port Delta State since board representation creates a relationship between the management (t -statistics (6.423) > P -values (0.000)), it also revealed that there was positive but insignificance impact of employee collective bargaining on organizational growth in Delta sea-port in Delta State since employee collective bargaining does not gives the employee a secure acceptance around wages and salaries decision and other conditions such as housing, transport, leave allowance of employee (t -statistics (6.423) > P -values (0.000)). The study recommended that management of Delta sea-port should make it a part of its standard policy to ensure all staff opinions, suggestions, view are subjected to their merit and accepted where applicable. Decision making process should be systematic, strategic and structured for easy implementation. Regular meetings should also be held to solicit the views of all employees to make them feel part of the organization.

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

Introduction

Decision-making in organizations have been the domain of top management but without the participation of those in the lower treads of the ranking of management, yet they are the very ones expected to see to the implementation of these decisions (McGregor cited in Cross, 2019).

Employee involvement in decision-making has attracted the attention of practitioners, researchers and scholars in labour relations circles. Several studies have shown that allowing employees to participate in decision making leads to increase in motivation, job performance, and organizational growth (Gollan & Wilkinson, 2007; Kim, McDuffie & Pil, 2010; Bhatti & Qureshi, 2007) [28, 10]. Komal (2013) [30] believes that worker participation is merely a managerial technique that can be used effectively in certain situations. According to Ojokuku and Sajuyigbe (2014) [46], employee involvement 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 involvement 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, 2014) [15].

Marchington (2001) saw employee involvement as a feature of soft rather than hard Human Resource Management, (HRM). Bennett (2010) [8] describes employee involvement as a form of employee voice initiative which may be seen differently by Human Resource (HR) experts and unions. Employee involvement is considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of good organizational citizenship behavior

(Harber and Marriot cited in Cross, 2019). This in turn, increases the commitment of the employee as well as their motivation.

Furthermore, Higgins cited in Cross (2019) 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 *et al.* (2000) [4] argue that the opportunity to participate in decision making helps to create trust between workers and supervisors and to produce intrinsic rewards. Employee involvement 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) [28]. Decision making is shared at all levels of management. It is observed that decision making in Japanese organizations are focused on defining questions or issues rather than on finding solutions. Thus all levels of the organizations are involved in this process.

As it regards the Nigerian counterpart, the concept of employee involvement is still at infancy stage; this is evidenced by the incessant industrial conflicts and worker agitations which have led to confrontations between government, management and staff with some very dire consequences. The Prevalent strike actions within the Public sector (especially the health and Education sectors) are a clear sign of it all. Agan (2017) [1] observes that over 90 per cent of patients died due to strike actions. He attributed incessant strikes in the organizations to disagreements and professional rivalry among the various unions, adding that at the end, it is the Nigerian people that are suffering and dying.

Studies have attributed this menace to the frivolous employees' involvement in decision making (Ojokuku & Sajuyigbe, 2014) [46]. This lack of employee involvement in decision making on the part of the government has resulted in a lot of turbulence, laxity, high rate of absenteeism and resignations. The consequence of this action has forced employee to constantly indulge in strike actions due to issues such as delayed salaries, delayed promotions, arbitrary transfers, nepotism, cronyism and discrimination. Employee involvement in decision making is very critical to the survival of every organization and therefore needs serious attention to be able to address this attitude and ensure harmony in employer-employee relationship. The involvement of employees in decision-making allows them to feel as of part of the organization and to ensure the achievement of organizational goals. Based on this background, this study intends to examine the impact of employees' involvement in decision making on organization performance with specific attention to some selected indigenous firms in Anambra State.

A consideration of Nigeria's large coastal water and seaports (predominantly in the Southern region of the country) reveals that the maritime sector has contributed substantially to the economic development of the country. It is not surprising that a large volume of the country's international trade is in one way or the other connected to the maritime sector; for instance, the distribution of the crude oil and related products from the various oil wells in the country is distributed to the international buyers through the various seaports and

maritime routes of the country. This perhaps explains why Ndikom (2006) [40] views a port as a gateway to the nation's economy, with shipping services being a primary logistic service of critical importance. This impact is not peculiar to Nigeria as there are suggestions of similar impacts in other countries. For instance, the observation by Trujillo (2005) [55] that there are 2,814 international ports catering for freight traffic in the world is an indication of the level of business activities associated with the maritime sector across the world. It is estimated that port traffic increases at an average rate of 3% per year, with nearly 90% of goods exchanged through international trade facilitated through the maritime transportation network.

Statement of the Problem

Employee involvement in decision making is very critical to the survival of every organization and therefore needs serious attention to be able to address this attitude and ensure harmony in employer-employee relationship. The involvement of employees in decision-making allows them to feel as of part of the organization to ensure the achievement of organizational goals. Employee involvement is considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of good organizational citizenship behavior, it 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. Employee participation in decision making could lead to increase in motivation, job performance and organizational growth. The importance of the maritime sector to the Nigeria's economy and the need to enhance its efficiency led to the establishment of the Nigerian Ports Authority (NPA), through the Ports Act of 1954, as an autonomous Federal government wholly owned regulator and operator (Mohammed, 2008). However, with increased sophistication and competition, it became necessary for private sector involvement in the management of Nigeria's seaports. Consequently, the Technical Committee for Privatization and Commercialization (TCPC) was established in 1988 with a responsibility to transform NPA into a commercial organization. This culminated in the commercialization and metamorphosis of the Nigerian Ports Authority to Nigerian Ports Plc (NPPlc) in 1992; nonetheless, the Federal government still retained ownership of the organization.

The major problem for employee involvement in decision making is resistance to change by management. Managers create an organizational culture that reflects their own philosophies and styles of management and reinforce their strategies and control. Employee involvement in decision making poses threat to the more autocratic manager. Many managers tend to resist participation because it is contrary to their habit-formed ways of thinking and behaving. In addition, failure to respond to employee commendations is an example that reduces employee involvement in decision making. If management does not acknowledge employees endorsements, employees rapidly conclude that management has no interest in their ideas.

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, 2011). Employee dissatisfaction is sometimes attributed to the absence of

employee involvement in decision making, leading to the lack of motivation on the part of employees in implementing management decisions. In view of this, several works have been conducted to argue for or against employees' involvement in decision making process in the organizations (Agyeman, 2012). The non-participation of employee in organizational decision making may lead to low performance in an organization. Non-participation of employee in decision making may demoralize employees, also may result to conflict between management and employees and possibly lead to indifference to the decision making reached by the organizational productivity (Okechukwu, 2019). In the light of the above, this study therefore is set to examine the impact of employee's participation in decision making on organizational performance of Delta sea-port in Delta State.

Objectives of the Study

The main objective of this study is to investigate the impact of employees' involvement in decision making on organizational performance of Delta sea-port in Delta State. The specific objectives are to:

- a) Evaluate the impact of employee board representation on organizational performance in Delta sea-port in Delta State.
- b) Investigate the impact of employee collective bargaining on organizational growth in Delta sea-port in Delta State.

Conceptual Framework

Employee involvement in Decision-making

Employee involvement in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation (Mitchell, 1973). Locke and Schweiger (2007) define it as "joint decision making" between managers and subordinates. It is the form of participation where employees have a high influence on the decision made. It involves formal and direct means where employees participate in decision concerning the organization directly (White & Robert, 1973).

Westhuizen (2010) defines employee involvement as "the totality of forms, 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 involvement 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 (Bendix, 2001). In the same vein Kester (2007) 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 involvement in decision making) means that all categories of employees are involved in the planning process. Conversely, a low degree of participation (shallow employee involvement in decision making) indicates a fairly exclusive planning process (Barringer & Bleudorn, 1999) which involves the top management only.

Methods of involving Employees in Decision Making

Several method of involving employees in an organization's activity has been identified by management writers amongst which are:

Consultation

This involves seeking opinion of employees on matter affecting the job. Managers consult with their employees in order to encourage 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.

Consultative participation can potentially touch all workers directly in relation to their work tasks, work organization and working conditions. Such participation is strongly contingent on a voluntary management decision and can be seen as HRM practices (Kuye & Sulaimon, 2011) ^[31]. 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 (Mutua, *et al.* 2012) ^[39]. Recent findings support the assumed relationships: Torka, Schyns, & Looise (2010) found direct participation is significantly connected to affective organizational commitment, and Meyer *et al.*'s(2002) ^[37] meta-analysis shows that this form of commitment strongly influences employee health and well-being, turnover, absenteeism as well as task- and extra-role performance. These outcomes eventually have effect on the organizational performance.

Following the above literature on the relationship between consultative participation and organizational performance, this study focused on determining the presumption by researchers that by listening to employee needs through consultative participation, only when meeting their needs will desired outcomes be gained (Bryson, Charlwood, & Forth, 2006; Gollan, 2003; Torka *et al.*, 2010).

Employee delegation of Duty

Delegation is described as being at a higher level of subordinates' involvement in a continuum of decision procedures (Yuki, 2002). Although some studies have defined it as a distinct set of decision-making procedures, others consider it to be a type of Participative Decision Making (PDM). However, most have argued that they are distinct constructs indicating that PDM is a means of power sharing, whereas delegation is an alternative that involves power relinquishment (Leana, 2006). He noted that delegation 'focuses on developing individual autonomy rather than on engendering democracy, that is, participative processes. It is associated with a process that allows employees working in an organization hierarchy 'temporary authority' to make decisions. (Sagie & Koslowsky 2000) It is

also defined as 'the assignment of new responsibilities to subordinates and additional authority to carry them out (Yuki 2002).

Delegation of responsibilities at workplace depends on the nature of work and the relationship between workers, groups or departments (Basihr, 2010). Chaudhry (2012) observed that interpersonal relationships between the superiors and the subordinates at work determine the extent to which the management delegates responsibilities to the subordinates. Delegated responsibilities increase employee commitment to work, job satisfaction and productivity which lead to improve organizational performance (Kumar, 2013).

Heller (2003) suggests that distribution of power is a necessary condition for enhancing performance and satisfaction by means of employee involvement. Intensity may play a role in the identification process, for several reasons: groups may use their influence to secure properties of social value, thereby enhancing the group status in an organization. One area of particular interest is decision-making delegation which involves giving subordinates responsibility for task-related decisions and increasing the amount of work-related discretion and authority allowed to them for the completion of such tasks (Chen & Aryee, 2007)^[17]. In the Western organizational context delegation is regarded as integral to effective leadership (Leanna, 2006; Bass, 1990; Yukl, 2002). Appropriately applied, it can mean improved decision making and more effective workload management for leaders and job/career enhancement opportunities, increased confidence and intrinsic motivation for subordinates.

Delegation typically involves a transfer of authority from a supervisor to a subordinate. The subordinate is not necessarily a passive recipient in this process and may choose to accept or renegotiate a request. The delegation process is therefore a dynamic one and investigations into the conditions under which it is effective have sharpened the focus on the role of the quality of the supervisor-subordinate dyad (Kumar, 2013).

Leanna (2006) emphasizes that delegation differs from other decision-making processes such as consultation in two main ways: first, delegation involves decision making by an individual subordinate rather than by a group of subordinates or by a supervisor-subordinate dyad; and second, delegation emphasizes subordinates' autonomy in making decisions. Interestingly, despite the potential benefits and evidence of its widespread use, research concerning the organizational outcomes of delegation is limited. With respect to job satisfaction and performance, some studies such as Berg *et al.* (2013)^[9] have found delegation to be related to both outcomes.

Joint decision making

Joint decision making is defined as a management process that allocates power and authority to employees through their involvement (Wagner 1994). Particularly, it is defined as 'a mode of organizational operations in which decisions as to activities are arrived at by the very persons who are to execute those decisions. Kombo *et al.* (2012). Thus, Participative decision making is associated with direct involvement of stakeholders, as well as mutual regard and respect toward other parties in an organization Markey, (2007). In sum, participative decision making is one form of structural empowerment because it allows employees to participate in decision making processes, and thus have influence over

decisions (Yuki and Fu 1999). As an alternative to assuming that decisions should be made by management, researchers have focused on participative decision making arguing that employee involvement can provide intrinsic/personal benefits and employees' attitudes and behaviors, such as job satisfaction and lower levels of absenteeism (Daniels & Bailey 2009)^[20].

Participation in decision making can satisfy Employees self-actualization needs and by doing so, increase employees motivation, job satisfaction and job performance. The best way to improve productivity is by striving for the shared goals of employees and managers. By allowing worker input into developing the mission statement, establishing policies and procedures, determining perks you can improve communication and increase morale and satisfaction (Koech & Namusonge, 2012).

Board Representation

This is the peak of employee involvement when employees are represented at the board of a company. It is a new form of employee involvement in decision making that emerged in recent times and is gaining much ground though most in the advanced countries. The board is the key decision taker for the organization as they define the corporate objectives and board polices to guide organizational actions. Strategic decision also influences the decisions of the people in the government so that appropriate laws are passed to protect the organization. Commitment to achieve is ensured when employees send someone to be part of the directors. Appointment of employees to company boards should be according to efficiency and competence although experience in labour organization might constitute sufficient evidence of competence (Fatchett, 2016).

Collective Bargaining

Collective bargaining or joint consultation is essentially an autonomous system of making job rules between employers and trade unions. It is a situation whereby employees representatives meet with employers' representatives to haggle and agree on matters affecting employees at work or a process whereby a part in industrial relations makes proposals or demand to another discussing, criticizing explaining, exploring the meaning and efforts of the proposals, seeking to secure acceptance. The negotiation center around wages and salaries and other conditions such as housing, transport, leave allowances, medical care, pension, gratuity etc. Akpala (1982) defined it as a process of negotiation between workers and employers through their organizations of a contract of employment for the best possible working conditions and terms of employment. The rationale for collective bargaining is agreement but if an agreement was not reached, the action which took place is not less collective bargaining than if the process had ended in agreement. Thus, collective bargaining takes place when one collective action is involved whether or not agreement is reached so long as the two parties have made genuine efforts to reach agreement. The Nigerian Employer's Consultative Association (NECA) in redefining collective bargaining states that "Collective bargaining is a process of decision making. Its overriding purpose is the negotiation of an agreed set of rules to govern the substantive and procedural rules or terms of employment relationship between the bargaining parties".

This form of employee involvement relates to teams that

include selected or elective representatives of all grades of staff in the departments, which were affected by the implementation of a new system and policy. In addition, employee involvement through trade unions involves worker participation in forums that address strategic issues rather than merely workplace or process issues (Modernizing Public Service Group, 1999). It is known as the most widely legislated form of employee involvement around the world (Cotton, 1993) ^[19]. The different representatives "can come in the form of work council, worker representatives on the board of directors, or some other format" (Cotton, 1993) ^[19]. However, union voice requires management to give up power, and come to terms with two channels of authority within the firm. The assumption among worker in Kenya is that no company would choose union voice or collective bargaining; this is why the unions are normally formed in a fighting mood to advocate for workers' rights or pay (Kadian & Mutsotso, 2010). Literature however suggests that representative participation through unions should be envisaged as a system used to collect views and help in decision making in a common ground through representation (Newstrom & Davis, 2004) ^[43]. It is a system of getting workers voice without collecting information from each individual. On the other hand, Latham *et al.* (1994) ^[32] view trade unions as a market distortion, interfering with what would otherwise be efficient, individual rational choice based interactions between employer and employee.

Consultative Councils

This is where employees' representatives meet at intervals to obtain and send information relating to organizational activities and proffering suggestions on how things are to be done. The council is not supposed to be biased, that is, fighting for the interest of the employers, management may identify a group of managers, say line managers' conference where papers are delivered by some of them and the board would be interested in subject matter of the papers.

Management by Objectives

The concept of management by objectives may also fall in line with participatory management, in that goal congruence takes place when superior and subordinates agree on objectives and performance criteria to judge subordinates' activities. Employees are integrated at taken decisions through management by objectives. Management by objectives is planning done cooperatively between two levels of management, the top level with the middle level with the lower levels to participate in taking decisions that set out corporate, departmental or specific objectives, policies, procedures etc as the case may be (Lawler 1986).

Work Ownership Scheme

This is a situation where employees are not just employees, but part owners of the business. In other words, employees are given right and opportunity to own shares in the business enterprise. The implication is that they (employees) consider any effort as being done for themselves and not for the managers or owners of the business. Shareholding is aimed at democratizing ownership. (Benjamin 1990).

Individual Contact

John (1987) opines that this involves day-to-day and face to face exchange of opinions, ideas, information and experience between the managers and his employees on an individual

basis, there is no formal preparations required and the employee is made to feel that he is valued both as an employee and as a person. In spite of these advantages there are inherent disadvantages, this is depicted in employees being reluctant to express themselves concerning their job probably due to fear of losing their groups and the work situation. Also some managers feel asking the advice of their employees shows weakness in their leadership ability.

Organizational Performance

The concept of performance is prevalent in the academic literature, although its definition is hellacious because of its various meanings. For this reason, there is not a universally accepted definition. Stewart (2000) ^[50] is of the opinion that performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. Generally, a firm's performance is very essential to management as it is an outcome which has been achieved by an individual or group of individuals in an organization related to its authority and responsibility in attaining the goal legally, not against the law and conforming to the morale and ethics.

Performance can be sub-divided into financial and non-financial performance as suggested by Stewart (2000) ^[50]. Financial performance refers to the act of performing financial activity. In other sense, financial performance refers to the degree to which financial objectives are being or have been accomplished. It is used to measure a firm's overall financial health over a given period.

And can also be used to compare similar firms across the same industry or to compare industries or sectors in aggregation. Literature has identified the following measure of financial performance used in the companies' environment: profitability, cash flow position, return on investment and inventory turnover (Nelly, 2002: Chen & Shimerda, 2005: Sun and Li, 2006) ^[42, 16, 52].

Non-financial performance is any measure of either an individual's or an entity's performance that is not expressed in monetary units. Nelly (2002) ^[42] 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, 2000) ^[50].

Empirical Literature

The link between employee's participation in decision making and organizational performance has attracted the attention of the researchers and scholars. The following are the empirical literature regarding the subject matter of the study.

Bhuiyan, (2010) ^[28] conducted a research to investigate the Employee involvement in decision making in RMG sector of Bangladesh. The study used research survey design. The sample size of 93 respondents was drawn from population of 100 employees working in Ready Made Garments (RMG) sector of Bangladesh to participate in the study. The method of data collection was close-ended structured questionnaire which was analyzed using parametric and non-parametric statistical tests. The study of findings revealed that the unfavourable disposition of management and non-availability

of workers' union as principal factors responsible for low participative management. Furthermore, the results showed a significant and positive connection between participative decision making and employee motivation and also a relationship between participative decision making and organizational performance. The study recommended that the management sectors should acknowledge employee involvement in decision making as participative decision making motivates employees to perform towards goals.

Dwomoh (2012) ^[12] investigated a study that focused on the relationship between employee voice and organizational performance at Electricity Company of Ghana. The study was a survey research design. The sample size of 122 respondents was drawn from population of 167 employee at Electricity Company of Ghana. The method of data techniques were frequency table, mean, standard deviation and Chi-square statistical method. The result of the findings ascertain that the vast majority of the sample admitted to being motivated to perform for the good of the organization through participative decision -making. Given the findings, the study recommended that organizations should ensure that participatory decision making should be a measure to an improved organizational performance.

Sofijanovska and Zabijakin-Chatleska (2013) ^[49] investigated the relationship between employee involvement in decision making and problem-solving and perceived organizational performance evidence from the manufacturing sector in Republic of Macedonia. The study employed a survey research design. Using relevant statistical tools, collected and analyzed data from a survey of 36 companies in Macedonian manufacturing industry. The sample size of 340 respondents was drawn from population of 394 workers of the selected 36 companies in Macedonian manufacturing industry. The method of data analysis was Chi-square statistical method. The result of the findings showed that the effective use of employee involvement is positively related to perceived organizational performance. The study recommended that, organizations were implored to embrace employee involvement programmes to improve performance, growth and competitiveness in the regional and global markets.

Tchapchet, Iwu, and Allen-Ile, (2014) ^[54] conducted a research to examine employee involvement within the context of a university in South Africa, Universities of Technology (UoT) in South Africa. The study adopted survey research design. The sample size of 42 respondents was drawn from population of 53 lecturers in a faculty at University of Technology in South Africa. Data was collected using the qualitative approach. The method of data technique were t-statistics, mean, mean deviation and standard mean deviation. The result of the findings ascertain that there is a significant influence on employee involvement in the University performance. The study recommended that universities should adopt employee involvement programs to drive performance and growth on the regional and also the global market.

Isichei and Damachi (2015) ^[26] 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. The study was a survey research design. The sample size of 852 respondents was drawn from population of 874 workers of the selected hotels in the federal capital territory in Abuja. The study used linear correlation and regression for analysis of data obtained from research instrument. The study of findings showed that employee's

participation in decision making impacts on the performance of hotels in Nigeria. The study recommended that hotel managements should ensure that the participation of employees' should not just be partial but holistic to give them a sense of belonging.

Odero, and Makori, (2018) ^[45], conducted a study to examine the relationship between employee involvement and employee performance of part time lecturers in public universities in Kenya. The study adopted descriptive survey research design. The sample size of 60 respondents was drawn from population of 68 part time lecturers from four public universities in the western region of Kenya. The method of data analysis was percentages, mean and standard deviation and also inferentially using regression and Pearson's Product Moment Correlation test. Thus the study of the findings revealed that employee involvement had a great influence on employee performance. The study recommended that public universities should adopt employee involvement programs to drive performance, growth and competitiveness on the regional and also the global market.

Chesoli, (2018) ^[18] investigated the effect of employee involvement in decision making on performance of selected SMEs in Kitale of Kenyan. The study adopted a survey research design. Data was sourced from one hundred and twenty nine (129) employees and twenty seven (27) owner/managers population with the sample size of 139 respondents of the randomly selected SMEs, with the aid of questionnaire. The method of data analyses were statistically analyzed using descriptive inferential statistical tools. The result of the findings revealed that Kenyan SMEs should pay low attention to human resource management practices which, they have hitherto, largely ignored, in the course of running their businesses. The study thereby recommended that Kenyan SMEs should pay higher attention to human resource management practices which by increasing employee involvement in decision making will impact positively on their growth and potential for survival.

Ekwoaba, Ufodiama, and Enyinnaya, (2019) ^[23] examined the effect of employee involvement 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 showed that employee involvement 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 Delta State. The choice of location was based on proximity, effective coverage and cost minimization. The research design of the study was descriptive survey research method. The study used structured questionnaire to obtain data. The population of the study consists of 394 employees of Delta Sea Port, Delta State. Taro 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%
51Years – 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%
Position in the Organization		
Management Staff	73	41%
Non-Management Staff	105	59%

Sources: Field Survey, 2021

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 table showed the respondents profile in frequency and percentage distribution of gender, age bracket, marital status, educational

qualification, working experience and position in the organization.

Data Analysis

Question One: what is the extent at which employee board representation on organizational performance in Delta sea-port in Delta State?

Table 2: Responses of the respondents on the extent to which employee board representation on organizational performance in Delta sea-port in Delta State

S/N	Questionnaire Item	VHE (5)	HE (4)	M(3)	LE(2)	VLE (1)	Mean	SD	Remark
1	Board representation gives the employees the opportunity to contribute on the decision making of the company through their representative.	58	51	46	16	7	3.769	0.0657	Significant
2	Board representation creates a relationship between the management and the employees through their representative thereby encouraging team work.	57	57	48	8	8	3.825	0.0681	Significant
3	Board representation provides employees the opportunity to use their private information, which can lead to better decisions for the organization.	61	47	39	13	18	3.674	0.0615	Significant
4.	Board representation increases organizational flexibility, thereby improving productivity.	56	47	45	23	8	3.713	0.0633	Significant
	Grand Mean						3.745	0.0646	

Source: Field Survey, 2021

This table showed the opinion of respondents on what is the extent at which board representation impacts organizational performance in Delta sea-port in Delta State. The research items 1,2,3,4 have mean score of above 3.0 point respectively

and it was rated moderate extent by respondents. Thereby study revealed that board representation had significant impact on organizational performance in Delta sea-port in Delta State since board representation creates a relationship

between the management and the employees through their representative thereby encouraging team work. The respondents are in agreement with all the items. (The grand me 3.745 is greater than the cutoff point 3).

Question Two: What is the magnitude at which employee collective bargaining on organizational growth in Delta sea-port in Delta State?

Table 3: Responses of the respondents on the extent to which employee collective bargaining on organizational growth in Delta sea-port in Delta State

S/N	Questionnaire Item	VHE (5)	HE (4)	M(3)	LE(2)	VLE (1)	Mean	SD	Remark
1	Employee collective bargaining provides platform for employee to meet with the employer of labour to agree on the matter affecting employee at work	69	46	20	23	20	3.679	0.0617	Significant
2	Employee collective bargaining gives the employee a secure acceptance around wages and salaries decision and other conditions such as housing, transport, leave allowance of employee	57	57	48	8	8	3.825	0.0681	Significant
3	Employee collective bargaining gives employees room to participate in decision regarding best possible working conditions and terms of employment	50	57	36	23	12	3.612	0.0586	Significant
4.	Employee collective bargaining creates greater discretion to make decision that affect employee's work.	56	47	45	23	8	3.713	0.0633	Significant
	Grand Mean						3.707	0.0629	

Source: Field Survey, 2020

This table showed the opinion of respondents on what is the extent at which employee collective bargaining impacts organizational growth in Delta sea-port in Delta State. 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 collective bargaining has significant impact on organizational growth in Delta sea-port in Delta State since employee collective bargaining gives the employee a secure acceptance around wages and salaries decision and other conditions such as housing, transport, leave allowance of employee. The respondents are in agreement with all the items. (The grand me 3.707 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 were tested using single regression.

Test of Hypothesis One

H₀₁= Employee board representation has no significant impact on organizational performance in Delta sea-port Delta State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 ^a	.697	.192	1.37324

a. Predictors: (Constant), Employee Board Representation

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	77.799	1	77.799	43.487	.000 ^b
	Residual	316.813	177	1.789		
	Total	394.612	178			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee Board Representation

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	28.281	.561		50.405	.000
	Employee Board Representation	.191	.030	.444	6.423	.000

a. Dependent Variable: Organizational Performance

The result of the regression analysis summarized, showed that the model for the impact of employee board representation on organizational performance in Delta sea-port Delta State. In testing this hypothesis, employee board representation was regressed against organizational performance.

Organizational Performance = 28.281 + 0.191Employee board representation

The empirical result showed that the coefficient of employee board representation was positive; it means that employee board representation had positive and direct relationship with organizational performance. The results of the t – statistics denotes that the coefficient of employee board representation was statistically significance. The observed values of t – statistics (6.423) was greater than its P-values (0.000). The result of the F – statistical test showed that the overall regression of the model was statistically significance. The observed values of the F – statistics (43.487) was greater than its P-value (0.000). Again, our empirical result showed that the coefficient of determination (R²) was 0.697. Explanatory power of the variable was high. We reject hull hypothesis and concluded that there was significance positive impact of employee board representation on organizational performance in Delta sea-port in Delta State.

Test of Hypothesis Two

H₀₂ = Employee collective bargaining has no significant impact on organizational growth in Delta sea-port in Delta State

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 Collective Bargaining

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	28.335	1	28.335	0.763	.870
	Residual	6549.365	177	37.103		
	Total	6577.700	178			

a. Dependent Variable: Organizational Growth

b. Predictors: (Constant), Employee Collective Bargaining

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.077	2.751		3.299	.001
	Employee Collective Bargaining	.377	.498	.327	0.757	.870

a. Dependent Variable: Organizational Growth

The result of the regression analysis summarized, shows that the model for the impact of employee collective bargaining on organizational growth in Delta sea-port in Delta State. In testing this hypothesis, employee collective bargaining was regressed against organizational growth.

Organizational Growth = 9.077 + 0.377 Employee Collective Bargaining

The empirical result shows that the coefficient of employee collective bargaining is positive; it means that employee collective bargaining has positive and direct relationship with organizational growth. The results of the t – statistics denotes that the coefficient of employee collective bargaining was statistically significance. This is because observed value of t – statistics (0.577) less than its p-values (0.870). The results of the F – statistical test shows that the overall regression of the model two is statistically significance. The observed value of the F – statistics (0.763) was less than its critical value (0.870). Again, our empirical result showed that the coefficient of determination (R²) was 0.754. Explanatory power of the variable was high. We accept hull hypothesis and concluded that there was positive but insignificant impact of employee collective bargaining on organizational growth in Delta sea-port in Delta State.

Summary of the Findings

The following are the major findings of the study:

1. There was positive and significance impact of employee board representation on organizational performance in Delta sea-port in Delta State since board representation creates a relationship between the management (t-statistics (6.423) > P-values (0.000)).
2. There was positive and insignificance impact of employee collective bargaining on organizational growth in Delta sea-port in Delta State since employee collective bargaining does not gives the employee a secure acceptance around wages and salaries decision and other conditions such as housing, transport, leave allowance of employee (t-statistics (6.423) > P-values (0.000)).

Conclusion

The study concluded that there was positive and significance impact of employees’ involvement in decision making on organizational performance of Delta sea-port in Delta State. The study revealed that board representation and collective bargaining were most acceptable and commonly used methods of employees’ involvement in decision making among competing alternative in Delta sea-port in Delta State. Board representation creates a relationship between the management and the employees through their representative thereby encouraging team work and board representation gives the employees the opportunity to contribute on the decision making of the company through their representative. Employee collective bargaining does not gives the employee

a secure acceptance around wages and salaries decision and other conditions such as housing, transport, leave allowance of employee.

Recommendation

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

1. Management of Delta sea-port should make it a part of its standard policy to ensure all staff opinions, suggestions, view are subjected to their merit and accepted where applicable. Decision making process should be systematic, strategic and structured for easy implementation. Regular meetings should also be held to solicit the views of all employees to make them feel part of the organization.
2. Management of Delta sea-port should integrate employees participate in decision-making so as to promote creativity and innovation. However employees should be given the necessary skills needed on specific matters of which decisions are to be made to enhance quality decision making in the process. This will help employees execute their responsibilities without any difficulty.
3. Management of Delta sea-port 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.

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