



**THE IMPACT OF EMPLOYEE PARTICIPATION IN DECISION-
MAKING ON ORGANISATIONAL PERFORMANCE IN DANGOTE
CEMENT PLC NIGERIA**

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**A DISSERTATION COMPLETED IN PARTIAL FULFILMENT FOR
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ABSTRACT

As organisations strive to achieve competitive advantage in a global environment facing dynamic change and increasing competition for resources, markets, and business success, it appears that many organisations are turning to their workforce as an important asset. Thus, organisations are harnessing the skills, experiences, knowledge, and creativity of their employees in a collaborative manner to remain sustainable and profitable. This informs the present research investigation in which there is an examination of the impact of employee participation in decision-making on organisational performance in Dangote Cement Plc (DCP) Nigeria. Although extant literature is filled with studies that have examined the effect of employee participation in decision-making on organisational performance of public and private organisations, gaps exist in the areas of setting (Nigeria), identification of factors hindering employee participation in decision-making in private firms, and latent constructs in employee participation in decision-making which jointly predict organisational performance. Quantitative research methodology, using a cross-sectional survey design, was employed. Data were collected from 100 employees of DCP in their Lagos' headquarters office. Pearson Correlation and Multiple Regression Analyses were used for the data analysis. The study finds that employee participation in decision making has significant effect on organisational productivity in DCP; informal participation, consultative participation, representative participation, and short-term participation jointly predict organisational performance in DCP; employee participation in decision-making has significant relationship with organisational performance in DCP; there are factors which could hinder the contribution of employees in decision-making in DCP. Findings of the study show that organisations now have access to different styles of employee participation in decision-making which could help modern firms to achieve organisational performance. Factors that can inhibit employee participation in decision-making are also to be identified, isolated and addressed. The contribution of the current study is its expansion of literature on the subject of employee participation in decision-making and its effect on organisational performance.

Keywords: Employee Participation, Decision-making, Organisational Performance, Organisational Productivity, Dangote Cement Plc, Nigeria

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
ConsultP	Consultative Participation
DCP	Dangote Cement Plc
HND	Higher National Diploma
HR	Human Resource
HRM	Human Resource Management
InformalP	Informal Participation
MRA	Multiple Regression Analysis
MTA	Million Tonnes Per Annum
ORG_Prod	Organisational Productivity
OrgP	Organisational Performance
RepP	Representative Participation
SAP	A German Software Company
ShorttP	Short-Term Participation
SPSS	Statistical Package for Social Sciences
WP_DM	Workers' or Employee Participation in Decision-Making

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CHAPTER ONE

INTRODUCTION

1.1 Context

In the last three decades or more, there has been an unparalleled change taking place all over the world ranging from the dominance of service industries over heavy manufacturing, deregulation of labour and product markets, increased penetration, adoption of software and hardware technologies, and stiff competition in the products and services market across most industries (Valeri, Matondang and Siahaan, 2020; Zhi, Abba and Hamid, 2020). Organisations are forced to seek more flexible and efficient production methods and strategies because of the overbearing effects caused by heightening quality demands in the service and product markets by consumers (Summers and Hyman, 2005; Litwin and Eaton, 2016). Similarly, organisations, whether for-profit or non-profit (e.g., government), are also compelled to become adaptive even as they strive to achieve financial and nonfinancial performance as part of their survival or success strategies within severely competitive and utterly dynamic environments (Chukwuemeka, 2020).

As one of the solutions to survive/succeed in their various industries, organisations are beginning to discover or rediscover that their employees are crucially their most important resource (Mohsen and Sharif, 2020) which is the reason many of them now commit to hiring the best and most qualified professionals to lead their organisations and at the same time working hard to retain these human resources or assets for the achievement of their stated corporate goals or targets. Any wonder then that most management benches are occupied by very professional, knowledgeable, skilled, and qualified persons hired principally because of these qualities to give their employers a competitive advantage in the marketplace? Organisations have now realised that their employees can bring new ideas for improvement of business strategy, business processes, better working environment, including new perspectives, perceptions, trouble-shooting abilities, novel ways of working, internal abilities, and creativity, all of which can help them navigate the troubled waters of business and to outcompete their rivals (Singh, 2009; Moshi, 2012; Ngonyama and Ruggunan, 2015; Malinah, 2016; Oloo and Orwar, 2016; Daniel, 2019; Singh, 2019).

If this predisposes one to think that many contemporary organisations no longer subject their employees to that command-and-control treatment which was evident during the early days of scientific management and assembly-line operations, one may be correct in the light of the success stories of business organisations such as Google, Apple, Facebook, SpaceX, Starbucks and others who have shone the light on the need to elevate the status of employees beyond 9-to-5 organisational slaves.

For example, before his death, Steve Jobs, Apple's former Cofounder, and CEO said, "It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do" (Rabha, 2021, para. 1). That memorable quote from one of the brightest technology minds makes Rabha argue that it is not enough to hire the best of talents but that organisations need to pay attention to the experience, knowledge, expertise, and skills of their employees so that they can bring out the best in them by adopting a collaborative culture. This is still one of the best cultures cherished in Apple, making it one of the most successful technology companies in the world. Likewise, Google had exemplified this trait right from its inception (1996) which was the reason, rather than be stifled by Yahoo!'s success, it created strategic differentiation in the browser space. Google not only put end-users of its products first, but it also committed to making its employees happy by allowing them to participate in the shaping of the operations of the company as well as treating them to a pleasurable work environment which inspired emotive commitment in them towards the firm (University of Minnesota, 2021). In 2021, Google is still one of the leading global tech brands shaping human society. Facebook also has become a leading technology company by embracing the perception that its employees are its most important and valued assets, it supports a culture of collaboration between its management and employees because it knows fully well that to sustain the rapid innovation which its business requires, it needs to encourage employee participation in its business processes (Sullivan, 2013).

Elon Musk, now the richest man in the world, and the co-founder of SpaceX, the Boring Company, and others, also commits to the perception that to retain its best talents, and indeed his employees, they need to be made to feel that they are part of a big vision to change the world (Umoh, 2017). Speaking to Glassdoor in an interview, he said that he

tells his managers that their teams are not there to serve them, rather they (the managers) are the ones put in such positions to make it easy for their team members to do a great job for the company (Umoh, 2017). The last example is Starbucks which has also been extremely successful. The company's success is not attributable alone to the quality of its coffee drinks, tea, and other products, but also because of its commitment to customer and employee happiness (Tedla, 2016). Starbucks has continuously listened to its employees and values their ideas, which results in low turnover rate of its employees and managers compared to the competition (Tikson and Hamid, 2017).

This is not to say that there is no opposition to the idea of employee participation in decision-making in modern organisations. For example, some scholars have argued that involving employees in decision-making would blunt management's effectiveness and undermine managerial prerogatives (Ezennaya, 2011). Some managers also consider participation as some kind of gimmick which managers can use as they deem it fit to trick employees into doing their job under the illusion that their voice has been heard, while for another group of managers, participation is considered and treated as a threat to their authority and status within the organisation which is why they resist it (Gifford, Neathey and Loukas, 2005).

Singh (2019) further identifies other arguments in literature put forward against participation. He says for some of them that participation is not always desirable and should be based on contingency. In other words, while some situations might require employees' diverse opinions, skills and knowledge, if the occasion does not warrant it, employees should not be made to think that their contributions, ideas, or participation in decision-making are needed. Other arguments against participation as Singh (2019) observes include that it can cause delays to project implementation, and where a sycophantic employee is involved, contributions made might just be in line with the supervisor's or manager's own, thus wasting the organisation's time created to harvest such ideas in the first place.

In order to contribute to the literature on this explosive subject, this research thus seeks to investigate the impact of employee participation in decision-making on organisational performance in Dangote Cement Plc (DCP) in Nigeria.

1.2 Problem Description

The subject of employee participation in decision-making and its impact on productivity or organisational performance has engaged the attention of researchers in literature. For example, Kitur and Rop (2016) evaluated employee voice and its effect on organisational productivity in a single firm in Kenya using cross-sectional research design. Senevirathna (2018) examined some business organisations in Sri Lanka on how employee participation in decision-making impacted productivity within the firms using qualitative research design. Nassim (2019) investigated employee participation in decision-making and organisational productivity adopting a human rights approach in Uganda. Daniel (2019) examined the impact of employee participation in decision-making on organisational productivity in the Nigerian banking sector using descriptive research design. Other studies have investigated the relationship between employee participation in decision making and organisational productivity among public organisations such as Dede (2019) whose research focused on employee participation in decision-making and the productivity of the staff of the Cross River State Board of Internal Revenue, Calabar in Nigeria using qualitative research design (Dede, 2019). Chimaobi and Chikamnele (2020) also analysed the subject of employee participation in decision making and its impact on organisational performance based on some selected government-owned enterprises in Port Harcourt, Rivers State, Nigeria. Their research was descriptive, involved survey method and statistical analysis. Generally, while there have been studies on public and private organisations (banking, retail, and others), there is no study that has examined the impact of employee participation in decision-making on organisational productivity or performance of Dangote Cement Plc in Nigeria, and this is critical. DCP is Africa's largest cement manufacturer with its Chairman/CEO, Alhaji Aliko Dangote becoming the richest man in Africa for the last 10 years. Such study will make for theoretical and practical usefulness in understanding how the staff of the multinational organisation perceive employee participation in decision-making and whether this impacts the organisation's performance or productivity. The research

will also provide a window into understanding the major factors that may be hindering the contribution of employees in decision-making in the organisation.

Also, studies that have been carried out to measure the extent that informal participation, consultative participation, representative participation, and short-term participation predict organisational performance has been restricted to Pakistan (Bhatti, 2013), Ghana (Abdulai and Shafiwu, 2014), Belgium (Uma, 2015), Kenya (Malinah, 2016; Kuria, 2017) but only few bodies of work have focused on Nigeria in this regard and none on DCP. This is another gap that the current research will investigate, i.e., how informal participation, consultative participation, representative participation, and short-term participation jointly predict organisational performance in DCP.

1.3 Research Questions

Drawing from the reviewed literature, answers will be proffered to the following research questions in the study:

- 1 What are the effects of employee participation in decision making on productivity in DCP?
- 2 To what extent can informal participation, consultative participation, representative participation, and short-term participation jointly predict organisational performance in DCP?
- 3 Is there any significant relationship between employee participation in decision making and organisational performance in DCP?
- 4 What are the major factors militating against the contribution of employees in decision-making in DCP?

1.4 Research Aim and Objectives

1. To determine the effects of employee participation in decision making on productivity.
2. To examine to what extent informal participation, consultative participation, representative participation, and short-term participation will jointly predict organisational performance.

3. To investigate if there exists a significant relationship between employee participation in decision making and organisational performance.
4. To determine the major factors hindering the contribution of employees in decision making in DCP.

1.5 Research Hypotheses

In line with the research objectives, the following hypotheses are formulated in their null form and will be tested in this research study:

- H01: Employee participation in decision making has no significant effect on organisational productivity in DCP.
- H02: Informal participation, consultative participation, representative participation, and short-term participation will not jointly predict organisational performance in DCP.
- H03: Employee participation in decision-making has no significant relationship with organisational performance in DCP.
- H04: There are no factors hindering the contribution of employees in decision-making in the study organisation in DCP.

1.6 Significance of Research

This research will be significant theoretically and practically. Theoretically, the researcher will be utilising cross-sectional research design, and statistical analysis which might provide different shades of meanings/outcomes from what is obtained in literature. Also, the adoption of the Empowerment Theory of Leadership might give some different theoretical value or flavour to the entire research endeavour. Similarly, findings from the current inquiry can aid future research opportunities for duplication in similar industry/industries (manufacturing or cement, specifically) or in another industry or emerging market in Africa or South-East Asia. Researchers may also differentiate their study by adopting the mixed-method research design.

Practically, this research inquiry will provide managerial implications which can be useful for developing, adjusting, or strengthening the organisational culture of the study organisation and other similar organisations that operate in the cement or manufacturing industry. The study can also assist practitioners to understand how to

treat the modern employee to get the best results out of him or her and at the same time achieve high financial and nonfinancial organisational performance. Government and policymakers can be more informed on what policies to put in place to strengthen workplace democracy, protect employees who are the weaker party in the employment relationship, and still advance the objectives and goals of management.

All in all, the research outcomes from this current investigation will expand the frontiers of knowledge on organisational behaviour, particularly in the area of employee participation in decision-making vis-à-vis attaining organisational performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review is an important section in any academic research study because it provides a window into the previous bodies of work as they are related to the subject matter under investigation (Ridley, 2013). To effectively write this section, the keywords embedded in the title of this dissertation will serve as a guide and also form the elements that make up the chapter. Specifically, these keywords are employee participation, decision-making, and organisational performance. To further give this chapter structure, it is broken down into three main parts, that is, conceptual review, theoretical analysis or review, and empirical review and then a summary of the earlier points will be made at the end of the chapter.

The conceptual review is an attempt to examine the meanings of the keywords that make up the title of this research study. That section will examine the keywords mentioned earlier. The theoretical analysis section will focus on the Empowerment Theory of Leadership, why it was preferred to other theories that could as well be adopted for the analysis of this study, and how it applies to the impact of employee participation in decision-making on organisational performance. The empirical review section will peruse previous studies that evaluated employee participation in decision-making and productivity; informal participation, consultative participation, representative participation, and short-term participation and how they predict organisational performance; employee participation in decision making and organisational performance; and factors militating against the contribution of employees in decision-making. This section is important as it allows the reader to see what previous studies on this research have accomplished, their findings, and the gaps they have created which informed this present research effort. Findings in the current research will be benchmarked against findings in the empirical studies in the discussion section of this dissertation. This will reveal whether findings in the present study support findings made in the previous studies or not and to show why such a variance exists.

Current literature sources, not exceeding published and unpublished works of the last 20 years, are employed in order to avoid using very stale data or information. However, a robust effort is made to ensure that this literature review is extensive and combines research articles, books, technical and professional reports, credible online resources, and unpublished dissertations and theses for its analysis.

2.2 Conceptual Review

The conceptual review is focused on the review of previous works as they regard to the definition of employee participation, decision-making, and organisational performance.

2.2.1 Employee Participation

Historically, employee participation can be traced to its practice in different countries of the world where it delivered success to the firms concerned. Ezennaya (2011) identifies the practice of the management concept in Japan, the United States as industrial democracy, in Germany, Britain, and Yugoslavia as participatory management or specifically codetermination in Germany and in Nigeria as industrial ownership in which the government through its Nigerian Indigenisation Decree provided 10% total stocks of any large public enterprise to workers. Employee participation is an elastic term that has been labelled as employee voice, industrial democracy, employee involvement, or high involvement human resource management (HRM) because it is seen as a form of consultation with, or delegation to employees by their managers (Wilkinson, et al. 2009). Wilkinson et al. (2009) note that while some authors restrict employee participation to delegation, a group process, or formal institutions such as work councils, other authors treat it as a day-to-day supervisor-subordinate relationship that involves informal participation; some other writers also see it as a result or process. Armstrong argues that employee participation involves greater recognition being given to employees which has a great untapped potential for the firm, but it does not mean that managers would lose their right to manage (Imhonopi et al. 2013; Mutai, Cheruiyot, and Kirui, 2015). Ateka (2017) defines it as a form of special delegation in which a subordinate gains more control and voice in the management-employee relationship. According to Khandakar, Huq, and Sultana (2018), employee participation is the emotional and mental

involvement of employees in groups which enables them to make contributions to organisational goals and share the responsibility for executing them. Alemayehu (2019) refers to it as the direct or indirect involvement of employees in many aspects of their work-life within the organisation. From these definitions, it is clear that employee participation has a lot to do with the recognition of employees as important stakeholders within the organisation.

2.2.1.1 Types of Employee Participation

There are different types of employee participation in decision-making identified through literature. Levine and Tyson identified six of these forms as follows: consultative participation, participation in work decisions, informal participation, short-term participation, representative participation, and employee ownership (Ojukuku and Sajuyigbe, 2014). Abdulai and Shafiwu (2014) have described these six forms of employee participation in decision-making as follows:

Consultative participation is a formal method of employee participation in decision-making. It is generally achieved through what has been called quality circles (Abdulai and Shafiwu, 2014) which is a setup group in which employees regularly meet to brainstorm different ways they can improve quality and address challenges related to production. A recent study that surveyed the European Society for Quality and Safety in family practice delegates from 24 European countries shows that more general practitioners prefer quality improvement to continuous medical education (Rohrbasser, Kirk and Arvidsson, 2019). These quality circles use educational materials, case-based discussions, feedback and audit, and local opinion leaders in the course of their brainstorming sessions. This is an example of consultative participation in the health sector.

Employee ownership is another formal way by which employees participate in decision-making by being among the financial owners of the firm through stock ownership. Many modern organisations in the contemporary time have embraced this form of employee participation including Alibaba, Microsoft, Google, Facebook, Tesla, MacDonald's, and many others. This form of participation yields extrinsic and intrinsic forms of motivation to employees.

In representative participation, which is another formal means of employee participation in decision-making, votes are cast to choose members or executives to represent their interests during meetings with management. It is a form of workplace representative democracy. SAP, a German-software company, allows its employees to elect colleagues into their workers' council to represent their interests (CIO, 2006). In informal participation, employees interact with lower management on an interpersonal relationship basis through which they can influence management decisions indirectly. The strength of this relationship between supervisors and their subordinates is a precursor of job satisfaction, employee performance, and organisational performance (Kim and Beehr, 2018; Alemayehu, 2019; Mohsen and Sharif, 2020; Valeri, Matondang and Siahaan, 2020).

Short-term participation is another form of informal employee participation in decision-making because employees are only able to make contributions during rare occurrences or events (e.g., organisational change, and major altering events to the firm, among others).

Participation in work decisions is a direct and formal means of employee participation in which employees exercise high influence on organisational decisions. The correlation between this form of participation, job satisfaction, and organisational performance has been found to be significant and positive (Abdulai and Shafiwu, 2014).

Levine and Tyson have divided the different types of participation into two main categories which they called substantive and consultative types of employee participation in decision-making. In the substantive form of participation, employees enjoy greater autonomy, pace, and control of their work [e.g., participation in work decisions, representative participation, and employee ownership] (Ojukuku and Sajuyigbe, 2014). While in the consultative form of participation, workers are only consulted by managers for their advice or suggestions, the latter retain managerial prerogative (e.g., short-term participation, informal participation, and consultative participation).

2.2.1.2 Reasons for Employee Participation

There are reasons for employee participation in literature as alluded to earlier in the introduction section of this dissertation. These reasons have been compiled under this section.

According to Khandakar, Huq, and Sultana (2018) and Alemayehu (2019), the reasons for employee participation in decision-making are as follows:

- i. It elevates workers' morale towards the achievement of organisational goals.
- ii. It creates little or no resistance during implementation as employees were part of the decision-making process.
- iii. It gives employees enough motivation to take up more training opportunities so that they might be able to continue to make positive contributions towards organisational development.
- iv. It fully taps workers' knowledge, skills, experience, creativity, and ability which can provide positive outcomes for the firm; it encourages employees to take control of the workplace and treat it as their own.
- v. It aids the free movement of communication, information, and ideas which when properly nurtured can create that sense of camaraderie and team spirit which is difficult to beat.
- vi. It increases employees' commitment towards the organisation, and it triggers job satisfaction.
- vii. It supports organisational productivity or performance and reduces or eliminates employee turnover.
- viii. It decentralises managerial decision rights, and reduces management-employee conflicts while encouraging management and employees to iron out issues by communicating with themselves sincerely.

These views are supported by recent studies (Alemayehu, 2019; Daniel, 2019; Chukwuemeka, 2020; Ezeanolue and Ezeanyim, 2020; Mohsen and Sharif, 2020).

2.2.1.3 Reasons Against Employee Participation

Nalule (2011), Khandakar et al., (2018), and Nassim (2019) have identified reasons for the opposition of employee participation in literature. These reasons have been listed below as follows:

- i. Employee participation may not be able to work in public organisations where employees are only hired to implement the mandate or agenda of government. Employee participation in decision-making may not be effective when the choices to be made are difficult to define, are varied in nature, and are complex.
- ii. Employee participation may not work in the workplace due to lack of willingness by management or managers to share such a process with employees.
- iii. The existence of centralisation of authority can also affect employee participation negatively.
- iv. The belief that employees lack the knowledge and know-how to effectively participate in problem-solving and decision-making is another reason employee participation is opposed by some scholars in literature.
- v. The existence of interests within the organisation which might be divisive and might not be supportive of employee participation in decision-making has been considered a veritable hurdle to employee participation.
- vi. Employee participation could be frustrated by managers' hesitation to accommodate employees as significant partners in the decision-making process.
- vii. In cases where employees might need the guidance of their supervisors or managers to accomplish certain tasks, it might not be safe to allow them to participate in decision-making in such situations.

2.2.2 Decision Making

For many decades, particularly in the early days of management theory development, decision-making was seen as a natural managerial prerogative which managers who are representing the interests of the owners of the business in an agency form have the right to exercise (Okafor, Imhonopi and Urim, 2011; Tunga, 2013; Abdulai and Shafiwu, 2014; Uma, 2015; Oloo and Orwar, 2016; Orbih and Imhonopi, 2019).

However, since employees are the ones who implement organisational goals and/or the decisions made by management, there could be a conflict if these goals or decisions do not represent their interests (Dede, 2019). Also, with the growing modern perception of employees as human resources, capital or assets, talent retention, job satisfaction, and organisational performance have all been associated with employee participation in decision-making (Ibrahim and Bahyaye, 2019). What then is decision-making?

Tunga (2013) defines decision-making as the process of making a judgment regarding a problem or issue in the workplace. It involves the selection of a course of action among credible alternatives. For Ateka (2017), when an individual forms a conclusion about an issue or situation, it is decision-making.

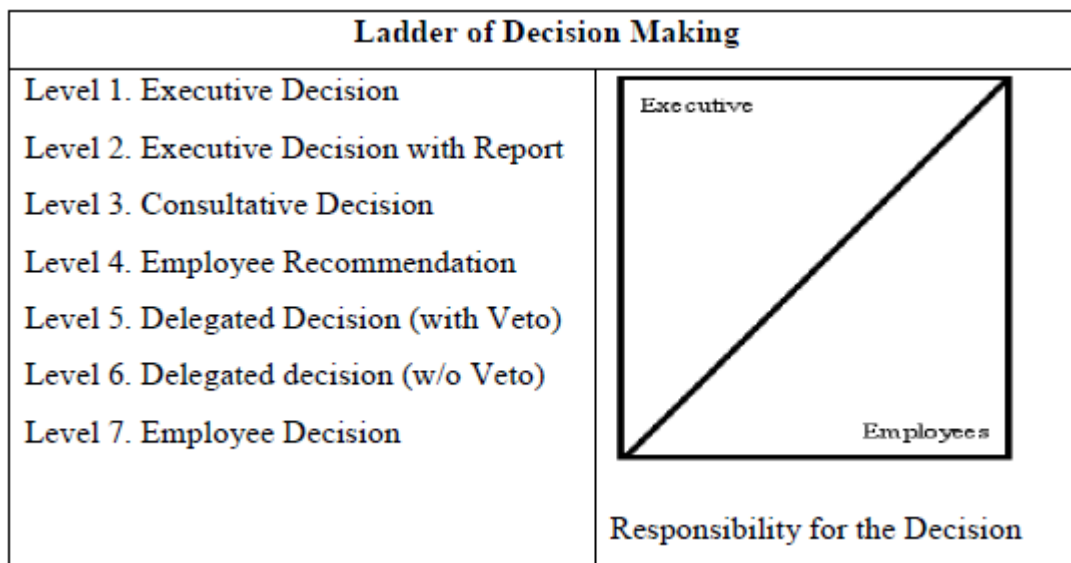
Decision-making, therefore, has been regarded as the process of solving a problem by identifying and selecting the best alternative from a list of alternatives (Oluwatayo, Opoko and Ezema, 2017; Khandakar, 2018; Mtenda 2018; Senevirathna, 2018; Ibrahim and Bahyaye, 2019).

According to Tunga (2013), the levels of decision-making are as follows:

- The first order decisions: these are decisions concerning the long-term or strategic direction of the firm and its operations or activities.
- The second-order or downstream level of decisions border on the internal procedures or operations of the organisation and it is organised to achieve its stated goals.
- The third-level decisions are those decisions that establish the basic parameters of management-employee relations or that revolve around making choices regarding the human resource structures of the firm.

Thomas Gallagher in Tunga (2013) identified 7 levels of decisions in the modern organisation as depicted in Figure 1 below:

Figure 1.1 Ladder of Decision-Making



Source: Tunga (2013)

He observes that responsibility shifts more to the employees from the highest to the lower points of the ladder.

Ateka (2017) identifies two major decision types as non-programmed and programmed decisions. While programmed decisions deal with routine or repetitive problems and therefore have a standard procedure used in making such decisions, non-programmed decisions are those decisions that address situations that are difficult and that may not have an easy solution. These could be issues bordering on how to respond to change in government policy regarding pricing, new product development, and others. While programmed decisions are to address routine issues such as how to hire employees, how to run the manufacturing plant, or what to do when there is a fire incident, non-programmed decisions are to address strategic issues such as organisational goals, objectives, and other matters of policy.

2.2.3 Organisational Performance

According to Okoya (2013), organisational performance has become an important measurement to determine the survival of modern businesses in the face of stifling global competition. To understand organisational performance refers to both subjective and objective performance outcomes within the organisation (Kuria, 2017)

which could be: growth, return on investment and profit (objective performance outcomes) and client satisfaction, innovativeness, and quality of services and products (subjective performance outcomes). Kuria (2017) notes that organisational performance is the ability of the firm to achieve both performance outcomes relying on relevant strategy for action. Organisational performance is also used to benchmark a firm's performance in an industry or comparison with its competition in the same industry using the following parameters such as market share, profit levels, good financial results, and quality of products and/or services (Kuria, 2017).

Organisational performance has also been defined as the ratio of inputs to outputs, where profit, growth, client satisfaction, rising brand equity are seen as positive organisational performance and the opposite of those metrics in the firm are seen as negative organisational performance (Daniel, 2019). In this present study, these dimensions of organisational performance have been taken into consideration for statistical analysis.

2.3 Empowerment Theory of Leadership

This study will be based on the Empowerment Theory of Leadership. The choice of this theory as against the numerous others that have been used by other researchers to discuss/analyse employee participation in modern organisations (such as conflict theory, compensating differences theory, equity theory, Herzberg's Two-Factor theory, stakeholders theory, and others) is because of its modern suitability and practicability to creating the right environment for employees to thrive in (Fong and Snape, 2015; Hagerman, et al. 2017; Kim and Beehr, 2018; LaMarco, 2018; Lorinkova and Perry, 2018). The Theory also recognises that employees are important assets and resources to the firm and that their knowledge, abilities, creativity, experiences, and skills when put to use can engender positive outcomes for the firm. The Empowerment Theory of Leadership was developed by Kanter in 1993 (Hagerman, et al., 2017). Kanter sees the theory as closely aligned with the drive to achieve organisational efficiency by the structural empowerment of the human resources within the organisation. According to Kanter's structural empowerment thesis, there are contextual factors that aid employee commitment, organisational effectiveness, and a healthy working environment within organisations. He refers to the contextual factors

as four important social structures that employees require in the workplace (Hagerman, et al., 2017). These include “opportunity to grow and advance within the organisation; information regarding the work and organisation; support from subordinates, colleagues, and leaders; and resources in terms of personnel, economy, materials and sufficient time” (Hagerman, 2017, p.648). He believes that when individual employees are allowed access to informal and formal power, employees’ access to these empowerment structures also increases. Kanter describes informal power as one that the employee gains through alliances and relationships with peers, leaders, and subordinates, while formal power exists when the employee has a central job that is visible and flexible. Kanter believes that power is likely to bring more power while powerlessness also is likely to generate powerlessness, meaning access to power and these structures will depend on the employee’s placement in the hierarchy of the organisation. However, Kanter failed to define what empowering leadership is all about, which is the contribution that Kim and Beehr (2018) made to the subject. According to them, the empowerment theory of leadership or empowering leadership motivates employees intrinsically by sharing support and power with them for the development of such employees. They describe empowering leadership as a downward transfer of power or a form of subordinate self-leadership or shared leadership.

Lorinkova and Perry (2018) are of the opinion that empowering leadership offers a helpful strategy that organisational leaders can utilise to shape their employees’ behaviours and attitudes, and whittle downtime theft, cynicism, and deviance. Like Kanter and other authors in this school of thought, they believe that this can only be made possible when leaders/managers share power with their reports or subordinates, particularly empowering them with authority to make decisions and also when they allow employees to carry out their jobs autonomously because of their expressed confidence in their employees’ abilities. Lorinkova and Perry (2018) believe that such a situation is likely to make employees feel psychologically empowered, especially if they perceive meaning, autonomy, competence, and impact in their tasks within the organisation. Therefore, empowering leadership theory is the opposite of the top-down bureaucratic control that describes Douglas McGregor’s Theory X leadership style (Fong and Snape, 2015). Rather, it tilts more towards

McGregor's Theory Y because rather than control employees mechanistically, it shares power and leadership opportunities with them that enable them to make decisions on the job just like their frontline managers would do (LaMarco, 2018). LaMarco (2018) lists the benefits of an empowered employee as follows: empowered employees successfully perform their tasks, choose how to complete the tasks they have been given, and the attributes and behaviours of an empowered employee tend to support and foster important outcomes within the firm. This study will empirically test how the principles of the empowerment theory of leadership apply in DCP in Nigeria.

2.4 Empirical Review

This section on empirical review is focused on examining related previous literature on the variables that this study will be measuring in the statistical analysis section. Findings made will be compared with the outcomes from the analysis of the primary data to check for agreement or disagreement.

2.4.1 Employee Participation in Decision Making and Productivity

In their study of employee participation in decision-making and productivity in manufacturing firms in South-East of Nigeria, Ezeanolue and Ezeanyim (2020) adopted the survey research design in which a questionnaire was administered randomly to a population of 2,416 employees of the selected firms out of which 470 respondents made up the sample size. Findings of the research revealed that there was a significant positive effect of employee consultation, employee involvement, and employee delegation on organisational productivity in the selected manufacturing firms in South-East, Nigeria. Thus, the study concluded that employee participation in decision-making had a positive significant effect on organisational productivity and recommended that management of the selected manufacturing firms should give greater room for employee participation in decision-making within the workplace and allow workers to be involved in policy development since they were the ones to implement same.

Ibrahim and Bahyaye examined participative management and employee perspective and how this impacts decision making and productivity in Nigeria. They adopted a quantitative research method through the use of a survey method and questionnaire

for data collection. They analysed the results from the data collected using Chi square statistical measure. They found that when employees are allowed to take part in decision-making in the selected firm, they would make value-oriented decisions that would bring about efficient and productive results. Their study found that employee participation in decision-making fostered favourable employee commitment, attitude, and productivity and even supported the efficiency of managers.

In her study of employee participation in decision-making and organisational productivity in Cross River State Board of Internal Revenue, Dede (2019) utilised motivation theory and quantitative research method in which 80 respondents were purposively selected for the research. Findings showed that when employees are empowered to participate in decision-making, the implementation of such decisions is easy, job satisfaction is derived while such a process supports a good working environment, boosts morale, and increases employee commitment to the firm. Her study recommends that participation of employees in decision-making should be encouraged in order for the study organisation to reap higher creativity, innovation, and productivity from the happy employees and vice versa. Her study is a departure from findings in some bodies of research which state that employee participation in decision-making in public organisations is not feasible because the employer in this case is the government and they set the agenda and objectives and expect employees to queue behind their superiors for the implementation (Nalule, 2011; Alemayehu, 2019).

Nassim's (2019) investigation of employee participation in decision-making and organisational productivity from a human rights initiative perspective indicates that there is a significant and positive relationship between employee participation in decision making and organisational productivity at the study organisation, which is a Foundation for Human rights. Using a descriptive research method and a cross-sectional survey design (quantitative research questionnaire) supported by qualitative research method, interview method, he finds that employee participation in decision-making improves the morale of employees, supports workplace relationships positively, and reduces labour-management face-offs. His research concludes that participative management encourages organisational productivity. The

gaps in the reviewed studies have informed the choice of the study area (Nigeria), organisation (DCP), and methodology (Quantitative method, Pearson Correlation Coefficient, and Multiple Regression Analysis) which are different from what the researchers used. Findings in the current research will be compared with the findings in the previous studies later in this dissertation.

2.4.2 Informal Participation, Consultative Participation, Representative Participation, Short-Term Participation, and Organisational Performance

Daniel (2020) investigated the effects of employee participation in decision making in the Nigerian banking sector using a sample size of 102 respondents. Descriptive analysis, correlation as well as Analysis of Variance (ANOVA) were employed. He concludes that a strong correlation exists between employee participation in decisions and the performance of the Nigerian banking sector and that employees should be allowed to be involved in decision-making as a way of boosting the performance of the banking sector. However, the study failed to bring out the pattern of employee involvement, whether active or indirect, consultative, or representative.

In the study by Chimaobi and Chikamele (2020) wherein they evaluated whether employee participation in decision-making had any meaningful impact on the goals of selected government-owned enterprises in Port Harcourt, Nigeria, they employed a simple random sampling technique involving 100 respondents and deployed Analysis of Variance (ANOVA) as the statistical measure. Their findings revealed that employee involvement in decision-making contributes to organisational performance. However, they too failed to address the forms of participation which impacted organisational performance of the study organisations.

In the study on whether employee participation in decision-making increases the level of corporate social and environmental sustainability, Farooq, Farooq, and Reynaud (2019) adopted a descriptive survey design and Pearson Moment Correlation technique, which reveal that there was a convincing significant positive relationship between employee participation in decision-making and the levels of corporate performance with respect to its corporate social and environmental sustainability

objectives. The study also did not mention the forms of participation that would make this significant change possible.

Chukwuemeka's (2020) research was focused on the effect of employee participation in decision-making and organisational performance in a public organisation in Anambra State, Nigeria. A survey research design was employed. A sample of 339 employees was used. Multiple regression estimation techniques were adopted. He concludes that employee participation in decision making had a positive and significant impact on organisational performance of the public organisation concerned. However, like the others, the study did not identify the form of participation used in the analysis nor did it test those forms of participation whether they jointly predict organisational performance in the selected public organisation.

Irawante (2015) assessed the impact of employee participation in decision making on public enterprises in Indonesia. A total of 50 employees who are mid-level managers who have worked under supervision for a year were randomly selected using a mail survey. The study employed an independent sample t-test, regression analysis, and correlation analysis. He established that employees' participation in decision making has a significant relationship and impact on workers' motivation in their workplace.

Oyebamiji (2018) studied the participation of employees in decision-making on the organisational performance of Ladoke Akintola University of Technology Teaching Hospital in Ogbomoso, Nigeria. A total of 205 respondents were selected using the purposive sample random technique. Regression analysis was employed in testing the stated hypotheses in the study. The study concludes that employee participation both directly and through representation has a significant positive relationship with organisational performance. However, the study only examined two forms of participation (i.e., direct participation and representative participation) while the current research will be testing four forms of participation, namely, informal participation, consultative participation, representative participation, and short-term participation as they jointly predict organisational performance in DCP in Nigeria.

2.4.3 Employee Participation in Decision Making and Organisational Performance

In their study on the impact of employee participation in decision-making on organisational performance using government-owned enterprises in Port-Harcourt, River State, Nigeria as a case study, Chimaobi and Chikamnele adopted quantitative research method for the research design and survey method for data collection. One hundred respondents were sampled for the study and data collected were analysed using ANOVA. The study reveals that participative management has a positive effect on organisational performance in the selected government-owned enterprises.

Mohsen and Sharif (2020) investigated the effects of participatory decision making on employee satisfaction in Afghanistan International Bank. The research was meant to determine the effects of participative management in decision-making on employee satisfaction among employees of the bank. The research adopted quantitative research method; primary data were collected through a questionnaire while secondary data were collected from books, research articles, online resources, and others. Multiple Regression Analysis was adopted for the data analysis. Findings reveal that employee involvement in decision-making has a positive effect on job satisfaction, while organisational structure, employee commitment, leader behaviour, and the workplace climate were factors that produced a positive impact on participation in decision-making.

The influence of employee participation in decision-making on organisational performance in a public organisation in Anambra State, Nigeria, was the focus of investigation for Chukwuemeka (2020). The study adopted Subjective Expected Utility Theory for its theoretical analysis and utilised the survey research design and a structured questionnaire instrument for its data collection and instrumentation, respectively. About 357 employees were purposively selected from a population of 1,741 employees that make up the workforce of the study public organisation. Statistical analysis was carried out using Multiple Regression Analysis (MRA). Results from the research indicate that employee consultation, employee engagement, and employee commitment had a significant positive effect on organisational performance

in the public firm. The conclusion of the study is that employee participation in decision-making has a significant effect on organisational performance.

In a study on employee participation in organisational decision-making as a motivational factor for building a high-performance work system in three manufacturing companies in Nigeria, Zhi, Abba, and Hamid (2020) employed quantitative research method. A structured questionnaire was distributed to 120 employees of the study organisations and data collected were analysed using correlation coefficient and multiple regression analysis as the statistical measure to test the hypotheses. Findings reveal a significant positive relationship between employee involvement in decision-making and motivation for high performance in the workplace. The research concludes that management should appoint quality circles, encourage employees to join and participate in decision-making in order to foster organisational performance for the organisations.

2.4.4 Factors Militating Against the Contribution of Employees in Decision Making

Nalule (2011) investigates the relationship between performance management practices and employee performance in public organisations in Uganda. She identifies factors that can militate against the contributions of employees in decision-making. These are: working in public organisations, when complex decisions are involved, managerial or leadership style, lack of faith or trust in employees, power tussle within the firm, and specialised tasks. For her, when these factors are in place, they will militate against employee participation in decision-making.

In Tunga's (2013) study, which examined the impact of employee participation in decision making on organizational productivity, he identified control and authority within the organisation as factors that could hinder or enhance employee participation in decision-making. His study concludes that there is a need for balance so that employees have some authority and control over their jobs and the support to make decisions that are operational. He suggests that employees would require involvement and trust in decision-making at all levels so that they can produce positive outcomes for the organisation.

In the study that determined the impact of employee participation in decision-making on organisational productivity, Singh (2019), identified factors that limited the employee participation in decision-making. These factors are leadership style, employee disposition (are they willing or unwilling), the organisational structure (top-down or bottom-up).

While the factors identified by these studies are germane, other factors that they could have identified and tested in their research could have been the role of detached management, poor leadership, lack of competition for the organisation, organisational size, and lack of delegation in frustrating employee participation in decision-making. These factors will be tested in this current research.

2.5 Summary

The importance of employee participation in decision-making or employee voice, employee involvement, or involved HRM has shown that modern organisations have chosen not to continue with the command-and-control era where the view of the top management or managers dominate the workplace. Additionally, modern firms are finding immense benefits in greater participative management in their various workplaces. To survive the stiff competition introduced and sustained by the dynamic forces of globalisation and technology revolution, modern organisations require more of the endowments that their employees have. These are their skills, experiences, knowledge, and creativity which can provide their employers with distinctive and inimitable competencies which can generate a competitive advantage for their organisations. As shown in literature, oppositions may exist against participative management or employee participation in decision-making, but the odds are in favour of employees as long as the dynamic forces of change continue to define and refine business processes going forward. This is what this study will be attempting to find out through its primary research, that is, the impact of employee participation in decision-making on organisational performance in DCP, a global cement brand with headquarters in Nigeria.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explains how the researcher will be executing the current study based on a clearly articulated research methodology. The study aims to deploy the quantitative research method in its investigation of the impact of employee participation in decision making on organisational performance in Dangote Cement Plc Nigeria. This section explains the choice of participants and the research design which covers the study population, sample size, sampling procedure, the research instrument, validity and reliability of the research instrument, data collection, data analysis, presentation, and ethics.

3.2 Study Area and Population

The study area for this research is Dangote Cement Plc Plc. (DCP). DCP was founded in 1981 by Africa's richest man, Mr. Aliko Dangote. DCP was a trading company in commodities (salt, rice, fish, and sugar). The company was importing cement and repackaging it in the early days of its operations before it made a strategic decision in the 1990s to transition into a full-fledged integrated manufacturing concern from its trading business (DCP, 2021). Currently, DCP leads as Africa's largest cement producer with a production capacity nearing 48.6 million tonnes per annum (Mta) with an operational presence in 10 African countries as of the end of 2020 (namely, Zambia, Tanzania, South Africa, Sierra Leone, Senegal, Nigeria, Ghana, Ethiopia, Congo, and Cameroon) (DCP, 2020). The revenues of the company as of the last financial year that ended on December 31st, 2020 are in excess of USD 2.3 billion.

The company's workforce is in the region of 18,064 excluding the headcount for expatriates and transport permanent employees in Nigeria (DCP, 2020). The population selected for this study is its workforce at its Nigerian headquarters which consists of 1,291 members of staff. It is from this population that a sample will be obtained.

Figure 3.1 One of DCP's Factories



Source: DCP (2021)

Figure 3.2 Breakdown of its staff strength in 2019

Country	Total Number of Employees Trained Per Employee Level								Total
	Executive/Senior Management		Management		Senior/Professional		Junior/Technician		
	Men	Women	Men	Women	Men	Women	Men	Women	
Nigeria – HQ	2	—	108	22	718	342	93	6	1,291
Nigeria – Gboko	—	—	11	—	65	6	—	—	82
Nigeria- Ibese	—	—	153	—	953	75	1223	12	2,416
Nigeria-Obajana	2	—	39	—	935	60	1708	271	3,015
Ethiopia	1	—	106	8	821	30	1080	65	2,111
Senegal	2	—	8	—	88	9	118	21	246
South – Africa	2	—	51	3	519	25	902	52	1554
Tanzania	2	—	56	—	560	44	602	57	1321
Cameroon	1	—	27	2	202	21	299	34	586
Ghana	1	—	43	—	301	69	439	43	896
Congo	1	—	47	4	261	48	459	39	859
Sierra Leone	1	—	3	—	13	3	19	6	45
Zambia	2	—	96	—	907	36	1182	93	2316
Total									16,738

Source: DCP (2020)

Figure 3.3 Picture of some of its staff at its corporate headquarters in Lagos, Nigeria



Source: DCP (2020)

Figure 3.4 Picture of DCP's cement bags



Source: DCP (2021)

Table 3.1 Summary of DCP's workforce

Dangote Cement Plc	Staff Strength
Total Workforce	18,064
Headquarters' Workforce (Lagos, Nigeria)	1,291

Source: DCP (2020)

The choice of Dangote Cement Plc is informed by the evidence that no study yet has examined the impact of employee participation in decision-making on organisational productivity or performance using the company as a case study. While several studies have focused on Pakistan (Bhatti, 2013), Ghana (Abdulai and Shafiwu, 2014), Belgium (Uma, 2015), and Kenya (Malinah, 2016; Kuria, 2017), only few bodies of research have focused on Nigeria but none on DCP. This is a gap the present study seeks to fill because a study such as this is likely to make for robust theoretical and practical usefulness in understanding how the staff of the multinational organisation perceive employee participation in decision-making and how this impacts the organisation's productivity or performance. The research will also identify challenges that may be facing the contributions of employees in decision-making in the organisation.

3.3 Design

To increase the chances of obtaining expected results, research design helps the researcher in the planning and implementation of the research study to reflect the real situation (Birke, 2019). This study adopts a quantitative cross-sectional survey design because it is suitable for this research; it will help in the collection and analysis of data and will aid the testing, verification, and extension of findings in previous studies (Venkatesh, Brown and Bala, 2013). It is also observational, descriptive, and inferential in nature. The use of cross-sectional surveys helps in the collection of data from a known population at a specific point in time (Wimmer and Dominick, 2011).

A structured questionnaire is developed for the study and will be used to collect data from participants. It is through the data that would be collected, that generalisations can be made on the variables of study to indicate the degree of relationship or

association between the independent and dependent variables and to provide the basis on which further research can be conducted (Ekanem, 2020). Consequently, this research design will benefit this research by showing what is happening in the study population, revealing participants' sociodemographic characteristics which will be useful for descriptive and inferential statistical analysis, and by helping the study to arrive at important associational inferences between the variables.

3.3.1 Sample Size

The sample size for this research inquiry is one hundred (100) participants who will be selected based on the Convenience Sampling technique. Burmeister and Aitken (2012) have validated the choice of 100 participants as being adequate for quantitative research. In the light of the ongoing health scare caused by the COVID-19 pandemic which has resulted in preventive measures such as social distancing, nose-mask wearing, and other community health measures to prevent contamination, this number will be convenient and adequate for the current research inquiry. About 120 copies of the questionnaire will be administered to the participants with the hope that 100 questionnaires when retrieved should be found useful for both data compilation and analysis.

3.3.2 Sampling Techniques

The convenience sampling method has been chosen for this research study. This is because, in the present circumstances of the coronavirus crisis, any other sampling technique that may necessitate face-to-face consultations with the potential participants may be risking the health of everyone involved. In order to prevent such from happening, this technique is preferable where the researcher intends to access participants easily under regulated conditions. The technique is also useful when resources are limited, when the sampling is impractical to obtain or be accessed without causing harm to the participants and the researcher as alluded to earlier, and when there is a need to explore an area that has been under-researched (Chege and Otieno, 2020).

The structured questions will consist of close-ended questions to be used as the instrument of data collection. In analysing the data, descriptive and inferential

statistics will be adopted. To demonstrate ethical awareness in the context of the study, information on ethical considerations such as the right to withdraw at any stage of the survey, the anonymity of participant information, the need to secure participants' informed consent, and others will be clearly communicated to the participants.

3.4 Materials/Apparatus

In the context of the current research, the material describes the data collection method and the instrument of data retrieval.

3.4.1 Quantitative Data

The study will be making use of quantitative data. Quantitative data are easy to analyse, are precise, consistent, objective in nature, and reliable (Lawrence and Tar, 2013). Quantitative research is also useful for a large population of interest, thereby promoting generalisation of findings. It helps research objectivity and accuracy, can be replicated in another study by a different researcher, and respondents participating in it can remain anonymous. The primary data will be collected through a physical questionnaire to be shared on-site in the study area based on convenience sampling technique. The data will consist of sociodemographic information of respondents and the research questions which would be used for testing the research hypotheses.

3.4.2 Data Collection Instrument

A structured questionnaire will be used as the data collection instrument. It will contain 16 questions using a five-rating Likert Scale for 10 questions distributed as Strongly Agreed (SA)=4, Agree (A)=3, Strongly Disagree (SD)=2, Disagree (1), and Neutral (N)=0 in that order. Another six (6) questions aim to capture sociodemographic details of participants for a better understanding of their background. Therefore, the section will contain 10 questions that related to the research questions/objectives while section two will contain questions to participants' demographic information.

3.4.3 Validity of the Research Instrument

The validity and reliability of the research instrument need to be carried out to correct any measurement errors. According to Haradhan (2017), a research instrument is valid when it is able to measure what it is seeking to measure. To make this happen, validity in the content and construct of the instrument need to be carried out. While the content validity is the extent to which questions in the research instrument reflect the variables being studied, the construct validity is used to test all the outcomes of the research instrument to behave in the expected manner. Therefore, the accuracy of the instrument is determined by the validity of the research instrument. The supervisor of this research was very helpful in achieving the validity of the research instrument because of her expertise in this field. That assistance has removed ambiguities and improved the accuracy of the research instrument.

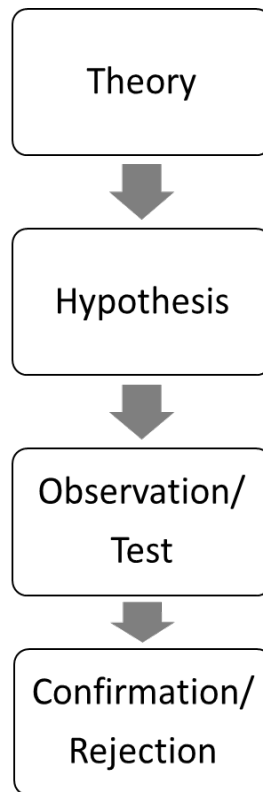
3.4.4 Reliability of the Research Instrument

Reliability of the research instrument is about the consistency of the results which could be useful for further research. Reliability of the research instrument helps in achieving consistency, precision, repeatability, and trustworthiness of the research outcomes. Through the reliability of the research instrument, observed outcomes are consistent across all the items measured in the instrument, and errors are removed (Haradhan, 2017). Consequently, the observed score of a measured item is similar to the true score of the measured item. In other words, the reliability of the research instrument means that research outcomes obtained in the current inquiry will be consistent in a similar situation even if the circumstances are different. The reliability of the research instrument was tested among research colleagues to measure the strength of the items in the instrument and to assess how the participants would comprehend the questions asked.

3.5 Procedure

The present research study is deductive in nature. Deductive research is a research process that employs scientific of a sample representing the population of interest. The process begins with a review of previous related literature, analysis of relevant theory/theories, hypothesis formulation, and the collection and analysis of data to test the hypotheses. Figure 3.5 captures this process pictorially:

Figure 3.5 Pictorial Representation of Deductive Research



Source: Abasilim (2019)

3.6 Ethics

Ethics help in the execution of a research inquiry, elimination of falsification, minimisation of errors or misrepresentation of data, and promotion of truth in research (Ekanem, 2020). Research ethics also fosters the research objectives and values under the conditions of fairness, accountability, confidentiality, respect for the rights of participants, and establishment of trust in the research process (Abasilim, 2019). The researcher, therefore, observed these best practices which are fundamental to a scientific investigation by securing the consent of participants for the survey, avoiding the falsification or fabrication of data, the plagiarism of other people's work or any misconduct that would impeach the integrity of the present study.

3.7 Data Analysis and Presentation

Descriptive and inferential statistical measures will be adopted to analyse the sociodemographic data supplied by participants (descriptive analysis) and their responses to the survey questions (inferential analysis). For the descriptive analysis,

the mean and standard deviation of the sociodemographic profile of participants will be determined descriptively while the inferential statistical analysis will be employing the Pearson Correlation Coefficient and Multiple Linear Regression Analysis. The Pearson Correlation Coefficient is used to show the strength of the relationship between employee participation in decision-making and organisational performance. For the correlation coefficient analysis, the values are between -1.0 and 1.0 to suggest that the correlation is perfect. When correlation is negative, it reveals that two variables have a negative association while when it is positive, it shows that a positive association exists between the variables. However, when predicting the value of two or more variables to determine the value of another variable, multiple linear regression analysis becomes suitable. The multiple linear regression analysis examines the relationship that two or more independent variables and a single dependent or criterion variable have. Both statistical measures make the research outcomes more robust and complement each other. The tests are guided by a decision rule that the null hypothesis will be rejected, and the alternate hypothesis accepted if the p-value is between (0.000) and less than 0.05% at a 95% confidence level of significance.

CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

This research aims to investigate the impact of employee participation in decision-making on organisational performance in DCP in Nigeria. This chapter presents a meticulous account and analysis of the results and findings of the primary data. The chapter begins with the presentation of the descriptive and inferential statistics using the IBM SPSS Statistics, formerly called Statistical Package for Social Sciences (SPSS) for the data analytical process. The descriptive statistics depict the sociodemographic data of participants who participated in the study, covering items such as their gender, age, marital status, highest educational qualification, years of experience on the job, and their rank (junior, supervisory and managerial). Selected sample tables, depicting the descriptive data of the survey participants, are included for clarity and explanation.

Afterward, the following section will illustrate the results bearing the inferential statistics prepared using Pearson Correlation Coefficient and Multiple Linear Regression analyses. Correlation coefficient tests for the strength and direction of variables, i.e., it examines whether an increase in variable X would lead to an increase in variable Y or whether an increase in variable X would lead to a decrease in variable Y. Using the multiple regression analysis, informal participation, consultative participation, representative participation and short-term participation (independent variables) will be examined to see if they jointly predict organisational performance (dependent variable). The research objectives will be examined in line with the specific hypothesis formulated for each of them using the earlier mentioned statistical techniques. Specifically, also, participants' responses to each question they were asked in the questionnaire will be tabulated for easy understanding and clarity. Generally, through the statistical measures or techniques, the impact of employee participation in decision-making on organisational performance in DCP will be revealed.

4.2 Questionnaire Administration and Response Rate

The researcher, through an experienced research assistant she recruited, administered 120 copies of questionnaire through convenience sampling technique to

a sample selected from the population in DCP in Lagos, Nigeria. Convenience sampling is most suitable for research studies which may experience difficulty in obtaining the sample during situations such as a pandemic, or when it is impractical to obtain the sampling frame; or when the lack of the resources of time and money does not make it easy to carry out the sampling process (Chege and Otieno, 2020). However, only participants who had the requisite knowledge of the subject matter gave their informed consent to participate in the study and dedicated their time to complete the questionnaire within the short deadline they were given were administered the questionnaire. Out of the 120 copies questionnaire administered, 105 copies were retrieved but upon greater scrutiny those copies of the questionnaire that were not found usable were further removed, leaving 100 copies of questionnaire for the data analysis. Thus, the response rate, which is 88% ($105 \text{ copies} \times 100 / 120 \text{ copies}$) is rated very good as is evidenced in literature by Kuria (2017) who asserts that 50% rate of questionnaire return is adequate, 60% return is good but 70% and above is very good. Therefore, it was from the 100 copies of completed questionnaire that were found usable, that data were taken from and entered into Microsoft Excel and analysed using IBM SPSS Statistics software.

4.3 Descriptive Statistics

The responses of participants for the descriptive have been captured in the tables below:

Table 4.3.1 Participation

Expression of Interest		
Questionnaire	Participants	Percent
Administered	120	100.0
Retrieved	105	88.0
Usable	100	83.0
Copies of Questionnaire Data Analysis	100	100

Source: Field Survey, 2021

In Table 4.3.1, as alluded to earlier, 100 copies of the 120 copies of questionnaire administered to participants at the DCP were found usable for the data analysis.

Table 4.3.2 Descriptive Statistics of Participants' Sociodemographic Profile

Descriptive Information	Gender	Age	Marital Status	Education	Experience	Position
N	100	100	100	100	100	100
Missing	0	0	0	0	0	0
Mean	.31	2.14	.57	1.86	1.35	.59
Median	.00	2.00	1.00	2.00	1.00	.00
Std. Deviation	.465	1.295	.590	.975	.730	.726
Variance	.216	1.677	.349	.950	.533	.527

Source: Field Survey, 2021

Table 4.3.2 represents the sociodemographic information of participants covering items such as gender, age, marital status, education, experience, and position. There was no missing response. The means, medians, and standard deviations of the sociodemographic attributes of participants were calculated also. For example, the mean shows that the average score for the gender attribute is 0.31. (Male had been coded "0" and female "1" and since there are more male participation in the survey, the mean fell in between 0 and 1 but more towards 0, which is male in the statistical calculations). For age, the mean reveals 2.14 and this reflects the average age bracket in the survey, which falls between these years, 26-30 and 31-35, or 26-35 years. The standard deviation scores are low, and they demonstrate that the data items are very close to the mean. The variance points to the degree of spread in the dataset; if the data are least spread, the variance in the data will be small, vice versa. The difference in the sociodemographic data is small.

Table 4.3.3 Summary of Participants' Sociodemographic Profile

Participants' Profile	Frequency	Percent
Gender		
Male	69	69.0
Female	31	31.0
Total	100	100.0
Age Categories		
21-25	10	10.0
26-30	26	26.0
31-35	25	25.0
36-40	18	18.0
41 and above	21	21.0
Total	100	100.0
Marital Status		

Single	47	47.0
Married	50	50.0
Divorced	2	2.0
Other	1	1.0
Total	100	100.0
Education		
Secondary	10	10.0
Diploma	23	23.0
HND/BSC	40	40.0
Master's and Above	25	25.0
Other	2	2.0
Total	100	100.0
Experience		
<1 Year	10	10.0
1-5 Years	50	50.0
6-10 Years	35	35.0
11-20 Years	5	5.0
Total	100	100.0
Position		
Junior	55	55.0
Supervisory	31	31.0
Managerial	14	14.0
Total	100	100.0

Source: Field Survey, 2021

4.3.1 Interpretation of Participants' Sociodemographic Attributes

Table 4.3.3 shows that more male participants (69%) took the survey than female participants (31%). This could be a reflection of the industry (cement manufacturing) in which the participants work which is male dominated with only a few female professionals found in it (Catalyst, 2020). Majority of the participants' age falls within the bracket of 26-30 years (26%), 31-35 years (25%), 41 and above years (21%), 36-40 years (18%) while the least age bracket is 21-25 years (10%). It presupposes that the participants had more physically matured people who partook in the survey. Also, more participants were married (50%) than those who claimed they were single (47%). Following the maturity of the participants that took part in the survey, it should be a given that many of them should likely be married. However, a large number of the participants are single.

Many more participants in the survey hold a Higher National Diploma (HND) or Bachelor's degree (40%) followed by those with Master's and higher degrees (25%) while 23% of the participants hold one form of Diploma or another and 10% of the

participants are secondary school graduates. This speaks of the quality of the workforce in the study organisation and being in a global industry as the cement manufacturing business, such quality human resources are recruited to give their employer competitive advantage.

More junior workers participated in the study (55%), trailed by participants in supervisory positions (31%) and those in the managerial cadre (14%). This distribution represents typical workforces that are pyramidal in hierarchical structures with more junior workers found at the base of the pyramid and fewer superiors located at the top of the pyramid.

Thus, the sociodemographic details of the participants show that participants by their level of education, experience, and age are qualified to participate in the survey.

Table 4.3.4 Responses of Participants to Section (B) Statements 1-5

Workers/employees have ideas which can be useful to the firm.	Frequency	Percent
Neutral	4	Neutral
Agree	39	Agree
Strongly Agree	57	Strongly Agree
Total	100	Total
Workers/employees may work more intelligently if they are informed about the reasons for and then intention of decisions that are taken in a participative atmosphere.	Frequency	Percent
Neutral	3	3.0
Disagree	3	3.0
Agree	56	56.0
Strongly Agree	38	38.0
Total	100	100.0
Job satisfaction, loyalty, commitment, elongation of job tenure, and higher performance are the effects of employee participation in decision-making.	Frequency	Percent
Neutral	4	4.0
Agree	14	14.0
Strongly Agree	82	82.0
Total	100	100.0

I believe that informal consultation of employees in decision making enhances organisational performance.	Frequency	Percent
Neutral	4	4.0
Agree	14	14.0
Strongly Agree	82	82.0
Total	100	100.0
I love it when employees are represented in decision making because it promotes organisational performance.	Frequency	Percent
Neutral	2	2.0
Disagree	2	2.0
Strongly Disagree	1	1.0
Agree	21	21.0
Strongly Agree	74	74.0
Total	100	100.0
Total	120	100.0

Source: Field Survey, 2021

Table 4.3.4 lists the first set of statements that participants responded to. In the first statement which says that workers/employees have ideas which can be useful to the firm, majority of the participants agreed showing large numbers (96%) when one combined participants' responses that favoured strongly agreed and agreed. Only 4% of the participants did not indicate their responses by staying neutral. For the statement that says that workers/employees may work more intelligently if they are informed about the reasons for and then intention of decisions that are taken in a participative atmosphere, 94% of the participants responded in the affirmative while only 3% disagreed and 3% stayed neutral. For the statement that affirms that job satisfaction, loyalty, commitment, elongation of job tenure, and higher performance are the effects of employee participation in decision-making, 4% of the participants were neutral while 96% of the total strongly agreed and agreed responses proved that majority of the participants believed that the statement is true. Regarding the statement that insists that informal consultation of employees in decision making enhances organisational performance, majority of the participants (96%) also agreed that it was true while only 4% stayed neutral. The fifth statement in that set says that. *"I love it when employees are represented in decision making because it promotes organisational performance"*, and 95% of the participants supported it. Only one person disagreed, two disagreed and another two participants stayed neutral.

Table 4.3.5 Responses of Participants to Section (B) Statements 6-10

When employees are consulted before decision making even for a short term, it aids organisational performance.	Frequency	Percent
Neutral	5	5.0
Disagree	4	4.0
Agree	73	73.0
Strongly Agree	18	18.0
Total	100	100.0
Being involved in decision-making will increase organisational performance.	Frequency	Percent
Neutral	4	4.0
Disagree	3	3.0
Agree	63	63.0
Strongly Agree	30	30.0
Total	100	100.0
Employee participation plays a key role in organisational performance.	Frequency	Percent
Neutral	5	5.0
Disagree	3	3.0
Agree	74	74.0
Strongly Agree	18	18.0
Total	100	100.0
Employee participation in decision making is important for employee productivity.	Frequency	Percent
Neutral	2	2.0
Agree	41	41.0
Strongly Agree	57	57.0
Total	100	100.0
Detached management, poor leadership, lack of competition for the organisation, organisational size, and lack of delegation are major factors inhibiting employee participation in decision making.	Frequency	Percent
Neutral	5	5.0
Disagree	1	1.0
Agree	78	78.0
Strongly Agree	16	16.0
Total	100	100.0

Source: Field Survey, 2021

In Table 4.3.5, 91% of the participants were in support of the statement that asserts that when employees are consulted before decision making even for a short term, it aids organisational performance. However, 4% of participants disagreed while 5%

stayed neutral. Similarly, majority of the participants (93%) supported the statement that being involved in decision-making would increase the performance of their organisation. Only 3% disagreed while 4% stayed neutral. Another 92% of the participants upheld the view that employee participation plays a key role in organisational performance while 3% disagreed and 5% stayed neutral. On the statement that employee participation in decision making is important for employee productivity, 98% of the participants accepted the view as true while 2% stayed neutral. Lastly, regarding the view that detached management, poor leadership, lack of competition for the organisation, organisational size, and lack of delegation constituted major hindrances to employee participation in decision making, 94% of the participants agreed with the statement while 5% of the participants chose not to take any sides and only one participant disagreed.

4.4 Inferential Statistics

Pearson Correlation Coefficient and Multiple Linear Regression Analysis were the statistical techniques or measures adopted for calculating the inferential statistics. The findings in this section are the results of the tests carried out using these tools on the hypotheses formulated for this research inquiry. The hypotheses for the current research are as follows:

- H01: Employee participation in decision making has no significant effect on organisational productivity in DCP.
- H02: Informal participation, consultative participation, representative participation, and short-term participation will not jointly predict organisational performance in DCP.
- H03: Employee participation in decision-making has no significant relationship with organisational performance in DCP.
- H04: There are no factors hindering the contribution of employees in decision-making in DCP.

4.5 Hypothesis Testing

Hypothesis One:

Employee participation in decision making has no significant effect on organisational productivity in DCP.

Table 4.5.1 Descriptive Statistics Showing the Mean and Standard Deviation Scores between Workers' Participation in Decision-Making (WP_DM) and Organisational Productivity (ORG_Prod)

Descriptive Statistics			
	Mean	Std. Deviation	N
WP_DM	3.46	.858	100
ORG_Prod	3.37	.895	100

Source: Field Survey, 2021

The descriptive statistics shows the mean and standard deviation of the participants' responses regarding the relationship between workers' participation in decision-making and organisational productivity. The mean for workers' participation in decision-making fluctuates between strongly agree, coded as "4", and agree, coded as "3". This shows that most of the responses as demonstrated earlier or illustrated in the tables earlier reveal that more participants supported the opinion that employees' participation in decision-making was related to organisational productivity as shown by the mean whose score is 3.46. The same goes for organisational productivity whose mean score is 3.37 showing that most participants' responses supported the statement that workers' participation in decision-making is related to organisational productivity. The standard deviations are high showing that the datasets are spread out over a large range of values, which in this case are the high scores supporting the statement that workers' participation in decision-making (WP_DM) has a relationship with organisational productivity (ORG_Prod).

Table 4.5.2 Correlation of the Strength and Direction of the Relationship between Workers' Participation in Decision-Making (WP_DM) and Organisational Productivity (ORG_Prod)

Correlations			
		WP_DM	ORG_Prod
WP_DM	Pearson Correlation	1	.947**
	Sig. (2-tailed)		.000
	N	100	100
ORG_Prod	Pearson Correlation	.947**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Field Survey, 2021

In testing hypothesis 1 using Pearson's Correlation Coefficient as the statistical measure, the result shows that the relationship between employees' or workers' participation in decision-making and organisational productivity is strong, positive, and moves in the same direction. This means that the more opportunity given to employees to participate in decision-making within the study organisation, the more organisational productivity the firm concerned would experience. Also, it means the less involvement of workers' participation in decision-making will mean less organisational productivity. Therefore, the independent variable (Workers' participation in decision-making) and dependent variable (organisational productivity) are positively correlated at 0.947 which is very close to +1 which stands for perfect correlation. And the p-value 0.05 is less than the significance or alpha level at 0.000, meaning that the correlation between the variables is statistically significant. Therefore, since the p-value is less than the significance or alpha level, the null hypothesis will be rejected and the alternative hypothesis which states that workers' participation in decision-making is related to organisational productivity will be accepted. Therefore, we reject the first null hypothesis and accept the alternate hypothesis.

Hypothesis Two:

Informal participation, consultative participation, representative participation, and short-term participation will not jointly predict organisational performance in Dangote Cement Plc.

Table 4.5.3 Model Summary of the Significance of Informal Participation (InformalP), Consultative Participation (ConsultP), Representative Participation (RepP), and Short-Term Participation (ShorttP) as They Jointly Predict Organisational Performance in Dangote Cement Plc

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 ^a	.850	.843	.377
a. Predictors: (Constant), ShorttP, InformalP, RepP, ConsultP				

Source: Field Survey, 2021

Table 4.5.3 is the model summary of the multiple linear regression equation which examines the significance of the effect of Informal participation, consultative participation, representative participation, and short-term participation as they jointly predict organisational Performance in Dangote Cement Plc in Nigeria. The predictor variables (Informal participation, consultative participation, representative participation, and short-term participation) show an R-Square score of 85% of the variance in the prediction of organisational Performance in Dangote Cement Plc which is very high.

The analysis of the model summary provided in Table 4.5.3 is useful at this point. It consists of the 'multiple r' column which demonstrates the relationship that exists between the independent variables (shortened as ShorttP, InformalP, RepP, and ConsultP) and the dependent variable which is predicted by the regression equation (organisational performance). Furthermore, R^2 which is the square of R or can be referred to as the 'coefficient of determination' is the percentage of the variance in the dependent or outcome variable based on characteristics of the independent variables. According to the table, R^2 is 85% which is the difference in the independent variables (or ShorttP, InformalP, RepP, and ConsultP) that can be explained by the change in organisational performance leaving the coefficient of alienation or unexplained variables which are 15%. The 'adjusted R^2 ' is the best estimate of R^2 for the population from which the sample was derived. Lastly, the standard error or (SE) score of 0.377 shows how much the independent variables deviate from the predicted regression line.

Table 4.5.4 ANOVA Table Showing the Significance of Informal Participation (InformalP), Consultative Participation (ConsultP), Representative Participation (RepP), and Short-Term Participation (ShorttP) as They Jointly Predict Organisational Performance in Dangote Cement Plc

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	76.475	4	19.119	134.286	.000 ^b
	Residual	13.525	95	.142		
	Total	90.000	99			
a. Dependent Variable: OrgP						
b. Predictors: (Constant), ShorttP, InformalP, RepP, ConsultP						

Source: Field Survey, 2021

In the Analysis of Variance (ANOVA) Table 4.5.4, the F calculated ratio which is significant at 0.05 alpha level is 134.3. Since the p-value is less than the significance level, this shows that the regression model is suitable for explaining the difference in organisational performance. Therefore, since the p-value is less than the 0.05 significance level, the null hypothesis is rejected while the alternative hypothesis which states that “Informal participation, consultative participation, representative participation, and short-term participation will not jointly predict organisational performance in Dangote Cement Plc” is accepted. This means that informal participation, consultative participation, representative participation, and short-term participation will jointly and significantly predict organisational performance in Dangote Cement Plc in Nigeria.

Table 4.5.5 Regression Table showing informal participation, consultative participation, representative participation, and short-term participation will jointly and significantly predict organisational performance in Dangote Cement Plc in Nigeria

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.423	.134		3.156	.002
	InformalP	.709	.148	.202	1.273	.001
	ConsultP	.081	.264	.013	1.146	.001
	RepP	.914	.234	.942	3.908	.000
	ShorttP	.504	.114	.213	1.699	.003
a. Dependent Variable: OrgP						

Source: Field Survey, 2021

Coefficient Table 4.5.5 depicts the multiple regression of the model coefficients. The table also reveals the measure of the error or variability of each estimate and a t value or test statistic of the null hypothesis including the estimates of the coefficients. The table also presents the p-value of each estimate. When the p-value is less than or equal to 0.05, the null hypothesis is to be rejected; this shows that the coefficient is significant or important in the model while the null hypothesis is to be accepted and the alternative hypothesis is to be rejected when the p-value is greater than 0.05; demonstrating that the coefficient is not important or significant in the model. Therefore, since the p-values are less than 0.05, the alternative hypothesis which states that informal participation, consultative participation, representative participation, and short-term participation will jointly and significantly predict organisational performance in Dangote Cement Plc in Nigeria is accepted.

Hypothesis Three:

Employee participation in decision-making has no significant relationship with organisational performance in Dangote Cement Plc.

Table 4.5.6 Descriptive Statistics Showing the Mean and Standard Deviation Scores between Employee Participation in Decision-Making (WP_DM) and Organisational Performance (OrgP)

Descriptive Statistics			
	Mean	Std. Deviation	N
WP_DM	3.46	.858	100
OrgP	3.40	.953	100

Source: Field Survey, 2021

Table 4.5.6 displays the mean and standard deviation of the participants' responses regarding the relationship between employee participation in decision-making and organisational performance in Dangote Cement Plc. The mean for employee participation in decision-making fluctuates between strongly agree, coded as "4", and agree, coded as "3". This shows that most of the participants' responses as demonstrated earlier or illustrated in the tables earlier reveal that more participants supported the opinion that employees' participation in decision-making was related to organisational performance as shown by the mean whose score is 3.46. Same goes for organisational performance whose mean score is 3.40 showing that most

participants' responses supported the statement that workers' participation in decision-making is related to organisational performance. The standard deviations are high depicting that the datasets are spread out over a large range of values, which in this case are the high scores supporting the statement that employee or workers' participation in decision-making (WP_DM) has a relationship with organisational performance (OrgP).

Table 4.5.7 Correlation of the Strength and Direction of the Relationship between Employee or Workers' Participation in Decision-Making (WP_DM) and Organisational Performance (OrgP)

Correlations			
		WP_DM	OrgP
WP_DM	Pearson Correlation	1	.847**
	Sig. (2-tailed)		.000
	N	100	100
OrgP	Pearson Correlation	.847**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Field Survey, 2021

In testing hypothesis 3 using Pearson's Correlation Coefficient as the statistical technique, the result shows that the relationship between employee or workers' participation in decision-making and organisational performance is strong, positive, and moves in the same direction. This means that the more opportunity given to employees to participate in decision-making within the study organisation, the more organisational performance the firm concerned would record. Also, it means less involvement of workers' participation in decision-making will mean less organisational performance. Therefore, the independent variable (Workers' participation in decision-making) and dependent variable (organisational performance) are positively correlated at 0.847 which is very close to +1 which stands for perfect correlation. And the p-value 0.05 is less than the significance or alpha level at 0.000, meaning that the correlation between the variables is statistically significant. Therefore, since the p-value is less than the significance or alpha level, the null hypothesis will be rejected and the alternative hypothesis which states that employee or workers' participation in decision-making is related to organisational productivity will be accepted. Therefore, we reject the third null hypothesis and accept its alternate hypothesis.

Hypothesis Four:

There are no factors hindering the contribution of employees in decision-making in Dangote Cement Plc.

Table 4.5.8 Descriptive Statistics Showing the Mean and Standard Deviation Scores between Employee Participation in Decision-Making (WP_DM) and Hindrances (Detached Management, Poor Leadership, Lack of Competition for the Organisation, Organisational Size and Lack of Delegation)

Descriptive Statistics			
	Mean	Std. Deviation	N
WP_DM	3.46	.858	100
Hindrances	3.39	.931	100

Source: Field Survey, 2021

Table 4.5.8 depicts the mean and standard deviation of participants' responses regarding the relationship between employee participation in decision-making and hindrances which can limit it such as detached management, poor leadership, lack of competition for the organisation, organisational size, and lack of delegation. The mean for employee participation in decision-making fluctuates between strongly agree, coded as "4", and agree, coded as "3". The mean scores demonstrate that most participants' responses support the view that there are hindrances to employee participation in the study organisation, which include detached management, poor leadership, lack of competition for the organisation, organisational size, and lack of delegation. This is shown by the mean whose score is 3.46. Same goes for hindrances whose mean score is 3.39 indicating that most participants' responses supported the statement that workers' participation in decision-making could be hindered by the aforementioned factors or limitations. The standard deviations are high depicting that the datasets are spread out over a large range of values, which in this case are the high scores supporting the statement that employee or workers' participation in decision-making (WP_DM) can be hindered by some factors (Hindrances) as alluded to earlier.

Table 4.5.9 Correlation of the Strength and Direction of the Relationship between Employee or Workers' Participation in Decision-Making (WP_DM) and Organisational Performance (OrgP)

Correlations			
		WP_DM	Hindrances
WP_DM	Pearson Correlation	1	-.899**
	Sig. (2-tailed)		.000
	N	100	100
Hindrances	Pearson Correlation	-.899**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Field Survey, 2021

Table 4.59, in testing hypothesis 4 using Pearson's Correlation Coefficient as the statistical technique, the result reveals that there is a strong relationship between employee or workers' participation in decision-making and factors which could limit it such as detached management, poor leadership, lack of competition for the organisation, organisational size and lack of delegation. The relation is strong, negative, and moves in the opposite direction. When the hindrances are less, employee participation in decision-making increases but when the hindrances increase, employee participation in decision-making reduces. This shows movement in the opposite direction, i.e., a rise in one variable means a reduction in the other variable vice versa. Therefore, the independent variable (Hindrances such as detached management, poor leadership, lack of competition for the organisation, organisational size, and lack of delegation) and dependent variable (employee participation in decision-making) are negatively correlated at -0.899 which is very close to -1 which stands for perfect negative correlation. And the p-value 0.05 is less than the significance or alpha level at 0.000, meaning that the correlation between the variables is statistically significant. Therefore, since the p-value is less than the significance or alpha level, the null hypothesis will be rejected and the alternative hypothesis which states that there are factors hindering the contribution of employees in decision-making in Dangote Cement Plc will be accepted. Moving on, we reject the fourth null hypothesis and accept its alternate hypothesis.

Thus, in the hypothesis testing, all four null hypotheses in this research study have been rejected and the alternative hypotheses accepted because the p-values have been less than 0.05 alpha level.

In the next chapter, a discussion of the study and its findings will be done.

CHAPTER FIVE

DISCUSSION AND FINDINGS

5.1 Introduction

The general aim of this research is to examine the impact of employee participation in decision making on organisational performance in Dangote Cement Plc Nigeria. The specific objectives are as follows:

1. To determine the effects of employee participation in decision making on productivity.
2. To examine to what extent informal participation, consultative participation, representative participation, and short-term participation will jointly predict organisational performance.
3. To investigate if there exists significant relationship between employee participation in decision making and organisational performance.
4. To determine the major factors hindering the contribution of employees in decision making in Dangote Cement Plc.

This chapter will provide the summary of findings, supply evidence to oppose or support the outcome of the tested hypotheses, discuss findings in relation to previous research studies and examine the contributions of the research and its weaknesses.

5.2 Summary of the Findings

Out of the 120 copies of questionnaire administered to participants who were selected through convenience sampling in Dangote Cement Plc Nigeria, only 105 copies of the questionnaire were retrieved showing a response rate of 88% (105 copies x 100/120 copies) which has been rated very good in literature (Kuria, 2017).

More male participants took part in the survey than female participants and this could signify the male-dominated nature of the cement manufacturing industry which favours more men and fewer women in terms of recruitment and the employment relationship generally (Catalyst, 2020).

Majority of the participants have an HND/BSC degree, and a good number of participants also possess Master's and higher degrees/certificates and this underlines the quality of workforce that the study organisation has which may be inevitable for the organisation as it competes in the global marketplace for more slices of the cement market. Also, the production of cement is a capital intensive and resource-dependent industry which means that only qualified people may be found in that industry.

Most of the participants are married and the mean age is between 26 and 30 and 31-35 years, or when combined it is between 26 and 35 years.

More junior workers participated in the study than participants in the supervisory and managerial positions. This also could be as a result that the hierarchical structures in most workforces have a heavy pyramidal base consisting of junior workers while the leadership bench occupies the top of the pyramid.

The First Hypothesis that states that employee participation in decision making has no significant effect on organisational productivity in Dangote Cement Plc was rejected and the alternate hypothesis which states that employee participation in decision making has significant effect on organisational productivity in Dangote Cement Plc was accepted because the p-value is less than 0.05 of the significance or alpha level.

The Second Hypothesis that investigated whether informal participation (InformalP), consultative participation (ConsultP), representative participation (RepP), and short-term participation (ShorttP) will not jointly predict organisational performance in Dangote Cement Plc was rejected while its alternate hypothesis which states that informal participation (InformalP), consultative participation (ConsultP), representative participation (RepP), and short-term participation (ShorttP) will jointly predict organisational performance in Dangote Cement Plc was accepted. The null hypothesis was rejected, and the alternative hypothesis was accepted because the p-value is less than 0.05 of the significance or alpha level.

The Third Hypothesis which tested the assumption that employee participation in decision-making has no significant relationship with organisational performance in Dangote Cement Plc was rejected while the alternate hypothesis which affirms that employee participation in decision-making has significant relationship with organisational performance in Dangote Cement Plc because the p-value is less than 0.05 of the significance or alpha level.

The Fourth Hypothesis which tested the assumption that there are no factors hindering the contribution of employees in decision-making in Dangote Cement Plc was rejected while its alternate hypothesis which states that there are factors hindering the contribution of employees in decision-making in Dangote Cement Plc because the p-value is less than 0.05 of the significance or alpha level.

5.3 Analysis of the Outcome of the Testing of Hypotheses

It is important to reiterate that the reason for the rejection of the null hypothesis is because of the rule that exists that when the p-value is less than the significance level (0.05), usually, the null hypothesis is to be rejected while the alternate hypothesis is to be accepted because what it means is that there is a significant statistical association between the independent and dependent variables. On the other hand, if the p-value is greater than the significance level (0.05), usually the alternative hypothesis is rejected while the null hypothesis is accepted because this demonstrates that there is no significant statistical relationship between the independent and dependent variables. In the current study, there was significant relationship between the independent and dependent variables in the first, second, third, and fourth hypotheses, thus establishing that there was significant statistical relationship between the independent and dependent variables used in the four hypotheses.

5.4 Discussion of Findings in Comparison to Previous Studies

In the current research, the result shows that employee participation in decision making has significant effect on organisational productivity. This research outcome is in consonance with the works of Alemayehu (2019), Daniel (2019), Chukwuemeka (2020), Ezeanolue and Ezeanyim (2020), and Mohsen and Sharif (2020). These studies found that employee participation in decision-making enhanced organisational

productivity of the firms concerned including public and private firms or organisations.

Another important finding in the present research study is that informal participation (InformalP), consultative participation (ConsultP), representative participation (RepP), and short-term participation (ShorttP) jointly predict organisational performance in Dangote Cement Plc. This result agrees with previous findings in literature too (Oyebamiji, 2018; Chukwuemeka, 2020). Using multiple regression analysis, these studies had confirmed that direct participation and representative participation jointly predicted organisational performance. However, while they tested two predictor variables, the present study used four predictor variables to test organisational performance and found the four to jointly predict organisational performance.

An additional finding in the present research investigation is that employee participation in decision-making was found to have significant relationship with organisational performance in Dangote Cement Plc. This result has been corroborated by previous studies such as Ateka (2017), Kuria (2017), Daniel (2019), Chimaobi and Chikamnele (2020), and Chukwuemeka (2020). All these studies found that there was significant relationship between employee participation in decision-making and organisational performance.

Another finding in the current research study is that there are factors hindering the contribution of employees in decision-making in Dangote Cement Plc. Prior research has shown strong evidence of this position in literature. Nalule (2011), Tunga (2013), and Singh (2019) have shown in their studies that managerial or leadership style, lack of faith or trust in employees, power tussle within the firm, and specialised tasks, the need for control and authority within the organisation, employee disposition (are they willing or unwilling), and the organisational structure (top-down or bottom-up) are some factors which can inhibit employee participation in decision-making. However, the present research has added detached management, poor leadership, lack of competition for the organisation, organisational size, and lack of delegation as factors that frustrate employee participation in decision-making.

The use of Empowerment Theory of Leadership in an attempt to seek for greater employee participation in decision-making within the organisational setting is a novel approach employed by the present research. Although Kanter's structural empowerment argues that employee empowerment can foster employee commitment, organisational effectiveness, and a healthy working environment, it was Hagerman's thesis pointing to four important social structures that explain clearly how this empowerment can be achieved in the workplace (Hagerman, et al. 2017). These four structures include "*opportunity* to grow and advance within the organisation; *information* regarding the work and organisation; *support* from subordinates, colleagues, and leaders; and *resources* in terms of personnel, economy, materials and sufficient time" (Hagerman, 2017, p.648). Therefore, it seems that these four structures are in place in Dangote Cement Plc which have contributed to the positive sense of employee participation in decision-making as a predictor of organisational performance in the organisation. This theory will continue to expand future research in this area, going forward.

5.5 Contributions of Research

The following are contributions of this research:

The current inquiry contributes to the expansion of literature by its finding which confirms existing findings that employee participation in decision making has significant effect on organisational productivity. This contribution is important in the modern workplace that has continued to experience organisational changes from the external environment. This contribution proves that leading firms like those mentioned in the early chapters of this study such as Apple, Google, Facebook, SpaceX, Starbucks, and many others now see their employees as worthy assets to be empowered to participate in decision-making for the good of the organisations.

The present research study also makes another important contribution to literature when it confirms that informal participation (InformalP), consultative participation (ConsultP), representative participation (RepP), and short-term participation (ShorttP) jointly predict organisational performance in Dangote Cement Plc. Prior to this time, only two variables (Direct and Representative Participation) were used to

predict organisational performance. But by including consultative participation, informal participation, and short-term participation, this study has contributed new findings to enhance literature on the subject of the types of employee participation to be engaged to jointly predict organisational performance. This contribution shows that modern management teams have a wide array of decision making participation models to engage their employees, in order to boost the performance of their organisations.

Another contribution this study makes is that it confirms previous studies which found that employee participation in decision-making has significant relationship with organisational performance. Thus, this current study has further expanded or extended literature in this regard.

In addition, the study has made new findings that reveal that factors such as detached management, poor leadership, lack of competition for the organisation, organisational size, and lack of delegation can limit or hinder employee participation in decision-making. This contribution will also expand extant literature on those factors which should be eliminated in order to enhance employee decision-making in the modern firm.

Lastly, the deployment of Empowerment Theory of Leadership by the current research will further provide more theoretical options to researchers when analysing or discussing employee participation in decision-making. This modern approach to employee empowerment will resonate with industry practitioners who are exploring more ways to boost the performance of their organisations.

CHAPTER SIX

CONCLUSION

6.1 Introduction

This is the conclusive aspect of this research study which aims to investigate the impact of employee participation in decision-making on organisational performance in Dangote Cement Plc Nigeria. This final chapter will be focusing on the implications and research applications of the study, which will also serve as recommendations. It will discuss the limitations of the study and identify its limitations before making relevant conclusions to the entire study.

6.2 Research Implications and Applications

The implication of this research to the academic community is that the present study provides empirical evidence to support the hypotheses that:

- employee participation in decision making has a significant effect on organisational productivity.
- informal participation (InformalP), consultative participation (ConsultP), representative participation (RepP), and short-term participation (ShorttP) jointly predict organisational performance.
- employee participation in decision-making has significant relationship with organisational performance.
- There are factors hindering the contribution of employees in decision-making and they include detached management, poor leadership, lack of competition for the organisation, organisational size, and lack of delegation.

These findings will be useful for future empirical research in which the researchers may want to test these hypotheses in a different context using the same or different statistical techniques or research methodology. Another research implication of the present study is that it can be useful for theory building in qualitative research in which the researchers concerned can use the findings made in this research to establish their assumptions for qualitative research. The adoption of Empowerment Theory of Leadership will provide further theoretical tool that researchers can rely on to analyse employee decision-making or organisational development subjects as they affect employees in the modern workplace.

On the other hand, the practical applications of this study are wide-ranging. One, employers/managers need to understand the importance of employees as a resource capable of helping their organisations achieve a competitive advantage in a fiercely competitive marketplace. The idea that employees are just to take orders from management or their superiors or should be seen and not heard is an ancient management practice that no longer has any useful organisational value. One of the distinct resources that organisations have is human beings that drive their business operations and processes and implement their strategic goals. To get the best out of this resource, they must be made to feel valued, as well as their ideas, creativity, skills, and abilities must be seen as important to the organisation so much so that organisational leaders would crave their participation in decision-making because of the multiple benefits it offers or could offer them.

Organisations also need to understand that they now have access to different styles of employee participation in decision-making such as short-term participation, informal participation, consultative participation, direct participation, and representative participation. This current study reveals that these participation styles jointly predict organisational performance which means that managers and business owners should continue to explore the wide continuum of these styles in their engagement of employees in decision-making because these styles have been found to be statistically significant to organisational performance.

Another important application of this research is the identification of factors which could inhibit employee participation in decision-making. If employees are important organisational members, if their skills, creativity, and abilities can deliver competitive advantage to the modern firm and if there is empirical evidence of the positive effect of their participation in decision-making on organisational performance, then it is imperative that management identifies those factors that can inhibit employee participation in decision-making and isolate or address them. For example, in a situation where managers are not allowed to, or do not delegate certain tasks to their direct reports or where management is detached from the workforce, this kind of situation would not help to advance employee participation in decision-making but

would rather stunt or inhibit it. Poor leadership, organisational size, and other factors should also be considered, and solutions should be found for them if they become stumbling blocks to employee participation in decision-making in modern organisations.

In cases where the employees themselves are not willing to participate in decision-making, they should be trained and retrained to understand that the goal of the organisation is to win in its industry, and to do that, it needs the energies, commitment, ideas, wisdom, and creativity of its members of staff.

6.3 Limitations of Research

This study is limited methodologically because of its sole reliance on quantitative research method. The advantage of qualitative research is missing which is finding out the reasons behind participants' responses through interviews and thematic analysis of their interview responses. The absence of the qualitative research method may not do any clear damage to the current research, but such a mixed method approach could add more value to the research outcomes. The time horizon of the present research is cross-sectional, in which data are collected over a specific period. Longitudinal studies which would allow for data collection at different periods could help to enrich the research outcomes.

6.4 Future Research Potential

The future research potential of this study is high. Academic researchers in the organisational development field will find the current study useful for their conceptual, theoretical, and empirical analyses. Future research investigations could consider expanding the sample size, focusing on a different study area, using a different research methodology, or making use of mixed methods in executing this research. Particularly because it is quantitative, injecting qualitative research design could assist future researchers to make ground-breaking research findings that would further expand the frontiers of knowledge in this subject area.

6.5 Conclusion

The current research has attempted an investigation of the impact of employee participation in decision-making on organisational performance in Dangote Cement Plc Nigeria. Four research hypotheses were formulated which were tested in the study. They are:

- i. Employee participation in decision making has no significant effect on organisational productivity in Dangote Cement Plc.
- ii. Informal participation, consultative participation, representative participation, and short-term participation will not jointly predict organisational performance in Dangote Cement Plc.
- iii. Employee participation in decision-making has no significant relationship with organisational performance in Dangote Cement Plc.
- iv. There are no factors hindering the contribution of employees in decision-making in Dangote Cement Plc.

All four null hypotheses were rejected, and their alternate forms were accepted because the p-value was less than 0.05 of the significance or alpha level. All the hypotheses have bodies of previous research supporting them and validating the findings to be consistent with extant literature.

Management and organisational leaders need to do a lot more in engaging their workforce to participate in decision-making because of the benefits which could accrue to their organisations. These benefits include that empowered employees will add more value to the organisation, support the strategic and tactical goals of the organisation which would help the organisation maintain or increase its competitive advantage; empowered employees will also increase organisational productivity and performance, enhance higher returns to the firm and this situation could engender healthy workplace with a satisfied and committed workforce who see the firm as a deserving partner because it places value on them and therefore must be supported by them. Modern organisations are walking this lane and have been successful over the years doing so which makes employee participation in decision-making significantly related to organisational performance and other positive outcomes.

6.6 Recommendations

The following are recommendations made in this study:

1. Employers and managers need to recognise the important role of employees and hence engage them in participative management because of the numerous benefits organisations stand to benefit from such a move.
 2. Modern organisations have no excuses regarding the inability to promote employee participation in decision-making in the workplace owing to the existence of different styles of this approach any of which could be adopted for their organisations.
 3. If employee participation in decision-making has been found to have significant effect on organisational productivity, organisational performance, and acts as a motivation to employees, organisations that intend to stay ahead of the curve in their respective industries should make this part of their culture.
 4. Government and its agencies should continue to encourage and incentivise organisations in the public and private spheres that prioritise employee voice or involved HRM. This will encourage other organisations that are yet to embrace this culture to do so.
- Similarly, factors such as detached management, lack of delegation and poor leadership should be addressed by organisations because these could affect employee participation in decision-making. For organisations with large size, creative solutions should be found to ensure that their employees are part of the decision-making processes of such firms.

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APPENDIX

QUESTIONNAIRE

THE IMPACT OF EMPLOYEE PARTICIPATION IN DECISION-MAKING ON ORGANISATIONAL PERFORMANCE IN DANGOTE CEMENT PLC NIGERIA

INFORMATION SHEET FOR PARTICIPANTS

Hi,

My name is **Onyinyechi Opara Confidence**. I am an M.Sc. student at the National College of Ireland studying International Business.

You are being asked to take part in a research study on **The Impact of Employee Participation in Decision-Making on Organisational Performance in Dangote Cement Plc Nigeria**.

In this study, you will be asked to give your opinion on employee participation in decision-making on organisational performance in Dangote Cement Plc Nigeria.

Your participation will only take a few minutes and will be limited to providing answers to the questionnaire.

You have the right to discontinue your participation in this survey at any point in time without you providing any explanation. You also have the right to omit or refuse to answer or respond to any question that is asked of you or to ask that any data you have supplied to that point be withdrawn or destroyed. Furthermore, you should ask the researcher any questions as a result of reading this information sheet before the survey begins.

The data I collect does not contain any personal information about you except your demographic details (such as age, gender, marital status, education, and rank) which are only to be used for my dissertation purposes only. But your anonymity as a person is guaranteed during and after your completion of this questionnaire.

For further information, I and Catherine O' Reilly will be glad to answer your questions about this study at any time. You may contact me at x19134592@student.ncirl.ie and my supervisor at catherine.oreilly@ncirl.ie

INFORMED CONSENT FORM

PROJECT TITLE: **THE IMPACT OF EMPLOYEE PARTICIPATION IN DECISION-MAKING ON ORGANISATIONAL PERFORMANCE IN DANGOTE CEMENT PLC NIGERIA**

PROJECT SUMMARY: This project is about the above title based on the questionnaire that will be administered to you to help me the researcher to measure how Employee Participation in Decision-Making on Organisational Performance in Dangote Cement Plc Nigeria.

By completing this questionnaire below, you are agreeing that: (1) you have read and understood the Participant Information Sheet, (2) questions about your participation in this study have been answered satisfactorily, (3) you are aware of the potential risks (if any), and (4) you are taking part in this research study voluntarily (without coercion).

Thank you.

Onyinyechi Opara Confidence

RESEARCH QUESTIONNAIRE

SECTION A

Please rate the following based on your perception of the impact of employee participation in decision-making on organisational performance in Dangote Cement Plc Nigeria.

Tick (✓) the appropriate answer based on how closely each of the following statements represents your view:

STATEMENTS	Strongly Agree	Agree	Strongly Disagree	Disagree	Neutral
Workers/employees have ideas which can be useful to the firm.					
Workers/employees may work more intelligently if they are informed about the reasons for and then intention of decisions that are taken in a participative atmosphere.					
Job satisfaction, loyalty, commitment, elongation of job tenure, and higher performance are the effects of employee participation in decision-making.					
I believe that informal consultation of employees in decision making enhances organisational performance.					
I love it when employees are represented in decision making because it promotes organisational performance.					
When employees are consulted before decision making even for a short term,					

it aids organisational performance.					
Being involved in decision-making will increase organisational performance.					
Employee participation plays a key role in organisational performance.					
Employee participation in decision making is important for employee productivity.					
Detached management, poor leadership, lack of competition for the organization, organisational size, and lack of delegation are major factors inhibiting employee participation in decision making.					

SECTION B

Please tick (✓) where appropriate

1. What is your age range? () 21-25 () 26-30 () 31-35 () 36-40 () 41 and above
2. How would you describe your gender? () Male () Female () Prefer not to say () Other
3. How would you describe your marital status? () Single () Married () Divorced () Other
4. What is your highest educational qualification? () Secondary School Certificate () Diploma () HND/BSC () Master's Degree/Above () Other
5. How many years of experience do you have on the job? () Less than 1 year () 1-5 years () 6-10 years () 11-20 years () Above 21 years
6. What is your rank/position? () Junior Staff () Supervisory () Managerial