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Effect of Employee Involvement in Decision Making and Organization Productivity

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ABSTRACT

The study is to examine the relationship between involvements in decision making and organization productivity. Employee involvement decision making (EIDM) is the extent in which employers allow its employees to involve in organizational decision making. The study was designed to investigate Deposit Money Bank in Yola (Access Bank). The focus of the study was to find out how involvements in decision making were handled in the organization. The simple and purposive sampling techniques were used to obtain a sample of 50 respondents for study, the questionnaire consisting of 20 questions on the various employee involvements in decision making in an organization and the data collected were analysed using tables and percentages. Finding from the study indicated that employee involvement in decision making is an effective tool to enhance productivity. The research revealed that allowing all employees to involve in decision making is the best and help increases commitment of workers as well as promoting creativity and innovation in the organization. The paper recommended that employees should be involved in decision making of an organization because it makes the workers feel part as owner of the organization; the relationship between managers and employee should be encouraged to enhance consultation and free flow of information in an organization.

Keywords: Employee, Involvement, Decision Making, Organization Productivity.

INTRODUCTION

In today's business environment there is intense competition, organizations are forced to seek ways to be more flexible, adaptive, and competitive as they are faced with competitive pressures, and rapidly change in markets. Organizations are find out that employee are the most important asset, Success depends on involving the workforce's to generate new ideas and new innovation to enable them have competitive advantage over competitors. Employee involvement decision-making (EIDM) is the extent in which employers allow its employees to get involved in organizational decision-making. EIDM has been recognized as managerial tools for improving organizational performance. This can be realized by way of allowing workers' contribute in establishing policies and procedures, for the attainment of organizational goals. Decision-making in many organizations are done by the average management team without considering the contribution of the employees at the lower levels. It sometimes becomes difficult for some decision taken by top management to be implemented, especially when it seems not to be favorable to the staffs who are mostly the implementer. Organizational productivity is about assessing and improving the efficiency and effectiveness organization through performance. Employee involvement in decision-making creates a way of belonging among workers, and an enjoyable environment during which both management and employees willingly contribute to healthy relations (Noah, 2008). Thus, workers' involvements in decision-making are often seen as a motivational tool for encouraging high productivity and positive attitude (Noah, 2008). Skepticism regarding the relevance and value of employee involvement in decision-making to Organization performance persists, and as such this study assesses the effectiveness of employee involvement in decision-making has a significant impact on organization productivity. Lack of participation in organizational decision-making may lead to poor productivity in an organization and can result to conflict between management and employees. Employee involvement in organizational decision-making is very important because it promotes peace and unity organization concerns, also satisfy the workers desire, and increase productivity. Employee involvement leads to efficiency and effectiveness which causes high productivity in an organization. Employees must be involved if they're to know the necessity for creativity and if they're to be committed to changing their behavior at work, in new and improved ways (Singh, 2009; Kingir and Mesci, 2010). To increase the workers' commitment in an organization with the intention of improving productivity and good behavior, there is a need for manager to permit employee involvement in decision-making.

LITERATURE REVIEW

Involvement in decision making is the degree at which employers allow employees to involve in organizational decision-making and encourage them to make contribution. Employee involvement in decision-making process gives each employee the opportunity to contribute their opinions, and also share their knowledge with colleagues; this also improves employee-employee and manager-employee relationship and its encouraging teamwork among workers. Somech, (2002) found that involving employees in decision-making making is the best thing ever in achieving organizational performance or goals while some researchers think involving employees in decision-making is a risk on the organization. Brownell (1982) focuses on individual influence and defines participation as an organizational process, in which individuals are involved and have influence on relevant decisions (that have effect on them). Therefore, participation is an organizational mechanism, giving employees the right to make decisions and the matching amount of responsibility so that they feel aware of contributing to organizational performance with the participation in hand, their motivation increases, which brings about both individual benefits and organizational effectiveness (Kim, 2002). Cadwallader et al. (2010) found that several variables determine the relationship between employees' participation in decision-making with organizational climate; including well-organized teamwork, good communication, etc. Study by Ladd and Marshall (2004) stated that participation in decision-making is vital to employees and, alongside job satisfaction, and affective organizational commitment, is valued by them. Employees believe they're happier, due to participation in decision-making, and therefore, the organization also gains through the positive impact on task and performance effectiveness. Therefore, participation is an organizational mechanism, giving employees the proper to form decision and therefore the matching amount of responsibility in order that they feel conscious of contributing to organizational performance, which brings about both individual benefits and organizational effectiveness (Kim, 2002). People like, "Somech" feel involving employees in decision-making making is the neatest thing ever in achieving organizational performance or goals while some researchers think involving employees in deciding is a risk on the organization. Most researches have shown that employee involvement in decision-making will reduce staff absenteeism, increase individual commitment, improved performance, increase job satisfaction, employees feel as being part of the organization, and this raise their degree of worth importance within the organization (Aliyu, A. U. L. 2019). Based on previous research, employee involvement in decision-making could have a significant and effectiveness in an organizational productivity.

CONCEPTUAL FRAME WORK

Concept of Employee Involvement

Employee involvement is a process of allowing employees to participate and contribute in managerial decision-making and improvement activities appropriate to their levels in the organization. Employee involvement concern with different works design approaches and special activities; there's at the highest of the day only one thing that differentiates one company from another — its people. Not the merchandise, not service establishments, not the method, not secret ingredients; ultimately any of those are often duplicated. Most organization always recognized this and it's one among the explanations for his or her success in the world markets — they place a tremendous value on the mixing of individuals with organizational objectives, equipment and processes. The employees force the organizations to deal with three key issues; communication, involvement and development. In fact, the three issues are often used as a measure of an organization's maturity within employment relationship. Many people confuse communication systems like team briefings with involvement. Involvement however is quite just the exchange of data. It is the gradual but radical delegation of control to those closest to the method itself. Self-managed teams, high performance work systems, are all samples of true involvement.

Forms of Employee Involvement

There are three major forms of employee involvement - participation management, representative participation, and quality circles.

Participation Management

The distinct characteristics common to all or any participation management programs is the use of joint deciding. That is, subordinates actually share a big degree of deciding power with their immediate superiors. Participation management has, at times, been promoted as a panacea for poor morale and low productivity. But for it to figure, the problems during which employees become involved must be relevant to their interests, so, they'll be motivated, employees must have the competence and knowledge to form a useful contribution, and there must be trust and confidence between all parties involved.

Representative Participation

This is a representation by a small group of employees who actually participate. It is the foremost widely legislated sort of employee involvement.

Quality Circles

Quality circles are group of employees who meet regularly to consider ways of resolving problems and improving productivity in their organization and also to discuss organization problems, investigates causes of the problems and recommend solutions, and take corrective actions.

Benefit of Employee Involvement in Decision Making

Involving employees in decision-making process provides the opportunity for continuous process improvement and productivity. Employee involvement improves quality and increases productivity, because:

- Improved organizational performance, for example, measured by reducing waste
- Improved employee commitments to change the necessary for organization survival and growth
- Motivating employees and maximizing their contribution to the organization
- Building employee relation based on a culture of openness and trust
- Employees make better decisions using their expert knowledge of the process.
- Employees are likely to support decisions they had a part in making.
- Employees will be able to take immediate corrective measure.
- Employee involvement encourages more effective communication and cooperation.

METHODOLOGY

The study was designed to investigate the effect of employee involvement in decision making and organizational productivity. To request opinions of the respondents from the organization in respect of the involvement in decision making, a qualitative technique was employed which essentially involved in-depth interviews. Considering the population of the organization and the working environment, a population of one seventy (70) samples was made. Sample of fifty (50) respondents out of the 70 employees was used in the study. The sample random sampling technique was used to obtain a sample of 50 employees for the study. The method was used because it enable the respondent have equal chance of being selected. The technique was chosen because it is simple to carry out and eliminate personal bias. The information used for this research was gathered from primary and secondary sources.

DATA ANALYSIS

Interpretation of Data

This section provides clear analysis and interpretation of all data collected through questionnaire given to the employees of Access Bank Plc Yola. The responses to the questionnaire by the respondent are presented in the form of Tables for easy comprehension, and analysis computed using simple percentage, which forms the basis of analysis and conclusion.

Table 1: Gender of respondents

The table below represents gender of respondents. Out of the 50 respondents, 32 were males and 18 were females, representing 64% and 36% respectively as shown below:

Gender	**Frequency**	**Percentage (%)**
Male	32	64
Female	18	36
Total	50	100

Source: Field survey (2019)

Table 2: Age of respondents

The table below represent the age of the respondents, out of the 50 respondents, between 25 - 35 years, 32 employees representing 64% were between 36 - 45 years, 14 employee representing 28% were between 46 - above years, 4 employee representing 8%.

Age	**Frequency**	**Percentage (%)**
25 - 35	32	64
36 - 45	14	28
46 - Above	4	8
Total	50	100

Source: Field survey (2019)

Table 3: Education Qualification of respondents

The table below represents the educational qualification of the respondent. Out of 50 respondents, 6 employee representing 12% had Master's Degree, were 26 employee representing 52% had B.Sc/HND, while 18 respondents representing 36% were OND/ND.

Qualification	**Frequency**	**Percentage (%)**
Master's Degree	6	12
B.Sc/HND	26	52
OND/ND	18	36
Total	50	100

Source: Field survey (2019)

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Table 4: Participation in Work decisions

According to the questions posed and the responses, all the 80 employees testified that meeting where all employees views can be heard are important and the respondents noted that allowing all workers to participate in decision making process will enhance productivity. The table 4 below summarizes the responses on participation in decision making.

Questions	Yes	(%)	No	(%)
Does Employee involvement in decision-making increase productivity	50	100	-	0
Does Employee involvement in decision making increase in workers performance	50	100	-	0
Does all employees involve in decision making	43	86	7	14
Does involvement in decision making has Influence on job decisions	47	94	3	6

Source: Field survey (2019)

FINDINGS

A pilot study were carry during this research work with fifty (50) employee as the respondent was used and the data collected were analysed using the above table and percentages. The research work observed that employee involvement in decision making increase worker performance. The study revealed that employee involvement in decision making is an effective tool to enhance productivity. The research revealed that allowing all employees to involve in decision making is the best and help increases commitment of workers as well as promoting creativity and innovation in the organization. Workers were of the view that by involving them in decision making has influence on the job and also they feel motivated since they are recognized.

From the study, majority of the respondents were of the view that in decision making where all employees involve is the best and has positive effect on productivity since their views will be noted through involvement. Workers were of the view that the good relationship with their supervisors makes it easy in consulting them on their job when faced with challenges. It was also observed from the study that in order for employees to have the good knowledge and skills to be involved in decision making they should be trained to enable them participate effectively.

CONCLUSION

This article has shown that involvement in decision making can increase workers performance; enhance productivity and efficiency of employee in an organization. Furthermore, involvement in decision making gives employee the opportunity to contribute their opinion and also share their knowledge with others. This improves manager and employee relationship; employee and employee relationship; and also encourages teamwork among workers.

The researcher therefore recommends that employees should be involved in decision making of an organization because it makes the workers feel part as owner of the organization; the workers should be encourage to own share in the organization which will promote good attitude towards enhance productivity. The relationship between managers and employee should be encouraged to enhance consultation and free flow of information in an organization. Early morning section meeting (EMSM) should also be encouraged so that workers can contribute towards the organizational target.

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