

Statistical Analysis of Employee Participation In Organisation Decision Making In Nigeria (A Case Study of Le Meridien Ibom Hotel and Golf Resort, Uyo)

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ABSTRACT

This statistical analysis was carried out to assess the importance of employee participation in organisation decision making process, using the Le Meridien Ibom Hotel and Golf Resort, Uyo as a case study. A structured questionnaire was used to extract necessary information from a sample and the data gathered was analysed using simple percentage, chi – square and bar charts. Results showed that the level of participation of employees in the decision making process was inadequate, with the General Manager taking major decisions alone. Chi – square test showed that gender and level of education had significant effects on employee relevance in the decision making process while the effects of age, grade of staff and employee work division, showed insignificant effects.

Keywords: *Employee, Employee participation, decision making, organisation*

Introduction

Pragmatic Human Resources Management is a key consideration in the success of any business organization. In efforts to increase organizational effectiveness, employee

satisfaction and employee productivity, the participation of employees in the affairs of the organization has of recent been recognized as an important area of concern. Employee participation is closely linked to various management concepts, such as, total quality management, employee empowerment, job performance and job satisfaction. Participation encourages people to accept responsibility for their group activities; it is a social process by which people become self-involved in an organization and desire to see it work successfully (Newstrom and Davis, 2004).

Participation can have statistically significant effects on performance and motivation (Wagner, 1994). The concern for employee participation is based on the belief that the organizational goals of high productivity, profit maximization and harmonious industrial relations are best accomplished when the basic needs of employees are satisfied in their work place (Michael, 1996). The process by which workers' share in decision making extends beyond the decisions that are implicit in the specific contents of the job they do. This, in actual practice, amounts to the workers having a share in reaching final managerial decisions in an enterprise (Virmani, 1978). Participation typically brings higher output and a better quality of output. It tends to improve motivation because employees feel more accepted and involved in the situation. Turnover and absence from work may be reduced if the employees feel that they have a better place to work (Newstrom and Davis, 2004).

Human beings have capabilities, abilities and skills that drive organizational performance along with other resources such as money, materials and information. As Thomas J. Watson, founder of International Business Machine (IBM) said (in Bohlander and Snell, 2004), one can get capital and erect buildings, but it takes people to build a business. What

Watson said is very fundamental when it comes to organizational productivity in terms of growth and success.

Participation in management has not only remained a means through which workers and their organizations can put forward their views and influence decisions, but also has developed into a new management strategy (Monat and Sarfati 1986). The participation of Labour in the decision making process results in relatively peaceful Labour-Management relations. The kind of behaviour and attitude exhibited by employees in an organization towards work can affect, either positively or negatively, organizational productivity based on the kind of relationship that exists between employees and Management (Ritzer and Stepnisky, 2014). It is for this reason that Management should allow and encourage employee involvement in decision making on matters that affect workers in organizations in order to extract their commitment to organizational goals. Therefore, the importance of employee participation in decision making of any organization, especially in the Hotel and Tourism Industry cannot be overemphasized. Many businesses have dwindled and collapsed due to neglect of this critical consideration of Human Resources Management in their operation. Examples of such failed organizations abound in the Hotel and Tourism Industry in Uyo, the Akwa Ibom State capital, the location of the present case study. Even though there are no empirical data in support of this, casual checks suggest that most of these hotel ventures failed due to lack of employee motivation and commitment to them arising from the issues highlighted above.

Materials and Methods

In the course of this study, the survey method was used while random sampling technique was used to give every member of the population equal opportunity of been selected. A total of one hundred (100) employees representing 54.3% of the total population of the hotel were employed out of a total of one hundred and eighty-four (184).

The research instrument that was adopted for the study was mainly a self-administered questionnaire. The General Manager, the Human Resources Manager and the Sales Manager of Le Meridien Ibom Hotel and Golf Resort were, in addition, personally interviewed to obtain some general information on the Hotel. Of the 100 questionnaires administered, 85, representing 85 percent, were filled and returned. Of this number, 13 were not properly and fully completed, leaving 62 questionnaires (72 percent of the number returned) as complete and valid. Questionnaires completed by the Management staff category were 10 (16 percent) of the 62, while the remaining 52 (84 percent) represented responses from the Subordinate staff category. The analysis reported was carried out on the basis of the 62 complete and valid questionnaires.

Finally, both descriptive statistics and the Chi-square test were used to analyse the result of the study.

Results

Statistical Analysis

Table 1: Profiles and Socio-demographic characteristics of 62 respondents

Variable	n (%)
<i>Gender</i>	
Male	29 (46.8)
Female	33 (53.2)
<i>Age</i>	

under 25 years	7 (11.3)
26-35 years	42 (67.7)
36-45 years	9 (14.5)
46-years & above	4 (6.5)
<i>Level of education</i>	
WAEC / SSCE or equivalent	16 (25.8)
NCE / ND or equivalent	11 (17.7)
First degree / HND or equivalent	35 (56.6)
<i>Grade of staff</i>	
Management / senior staff	11 (17.7)
Subordinate staff	51 (82.3)
<i>Work division</i>	
Finance division	13 (21.0)
Administration division	15 (24.2)
Marketing division	4 (6.5)
Technical division	6 (9.7)
Room service	12 (19.4)
Catering service	10 (16.1)
Leisure & Relaxation	2 (3.2)

Source: Survey through questionnaire, 2015

Table 1 summarizes the profile and socio demographic features of the employees in our case study. More than half of the respondents were females (53.2%). 42 out of 62 of them were in the 26-35 age group (67.7%), while only 6.5% were 46 years old and above . The majority 35 (56.6%) of the study population attained first degree, HND or equivalent. Subordinate staff took 51 (82.3%) of the population of the entire employee. 24.2% of the employees are Administration division, while 2% are in the Leisure and Relaxation unit.

Table 2: View of senior management staff on Employees participation in Organization decision making

Variable	n (%)
<i>Decision makers</i>	
General manager	31 (50.0)
Management senior staff	15 (24.2)

Subordinate staff employee	8 (12.9)
Others	5 (8.1)
General Manager & Management senior staff	3 (4.8)

Source: Survey through questionnaire, 2015

Table 3: Factors affecting senior management staff’ participation in organization decision making

Variable	n (%)
<i>Factors</i>	
Rank in the organisation	20 (32.3)
Educational background	14 (22.6)
Experience	15 (24.2)
All the factors	13 (21.0)
<i>Employees Participation level</i>	
Employees participate partially in decision making	26 (41.9)
Employees do not participate in decision making	36 (58.0)
<i>Decision without prior consultation with subordinate</i>	
Yes	33 (53.2)
No	29 (46.8)
<i>Call for meetings to explain management decisions</i>	
Yes	38 (61.3)
No	24 (38.7)
<i>Productivity when employees are not involved</i>	
Productivity is high	21 (33.9)
Productivity is medium	34 (54.8)
Productivity is low	7 (11.3)
<i>Rating of employee</i>	
High	14 (22.6)
Medium	36 (58.1)
Low	12 (19.4)
<i>Delegation of authority to subordinate</i>	

Always	19 (30.6)
Sometimes	27 (43.5)
Never	16 (25.8)

Source: Survey through questionnaire, 2015

From table 3, it is discovered that 41 (66.1%) employees believe that the productivity will be low when they are not involved in decision making in the organization

Table 4: Factors affecting subordinate staff participation in organization decision making

Variable	n (%)
<i>Frequency of discussion with management</i>	
Always	17 (27.4)
Sometimes	39 (62.9)
Never	6 (9.7)
<i>Motive of meeting with managers</i>	
Communication of decisions already taken by management	10 (16.1)
Consultation with employees	8 (12.9)
Discussion on Job routine and other related issues	44 (71.0)
<i>Rejection of a decision leads to changing it by the management</i>	
Yes	15 (24.2)
No	34 (54.8)
Don't know	13 (21.0)
<i>Extent of employee participation in decision making</i>	
Adequate	25 (40.3)
Inadequate	37 (59.7)
<i>Description of productivity as a result of adequate decision making</i>	
Productivity is high	47 (75.8)
Productivity is medium	9 (14.5)
Productivity is low	6 (9.7)

Source: Survey through questionnaire, 2015

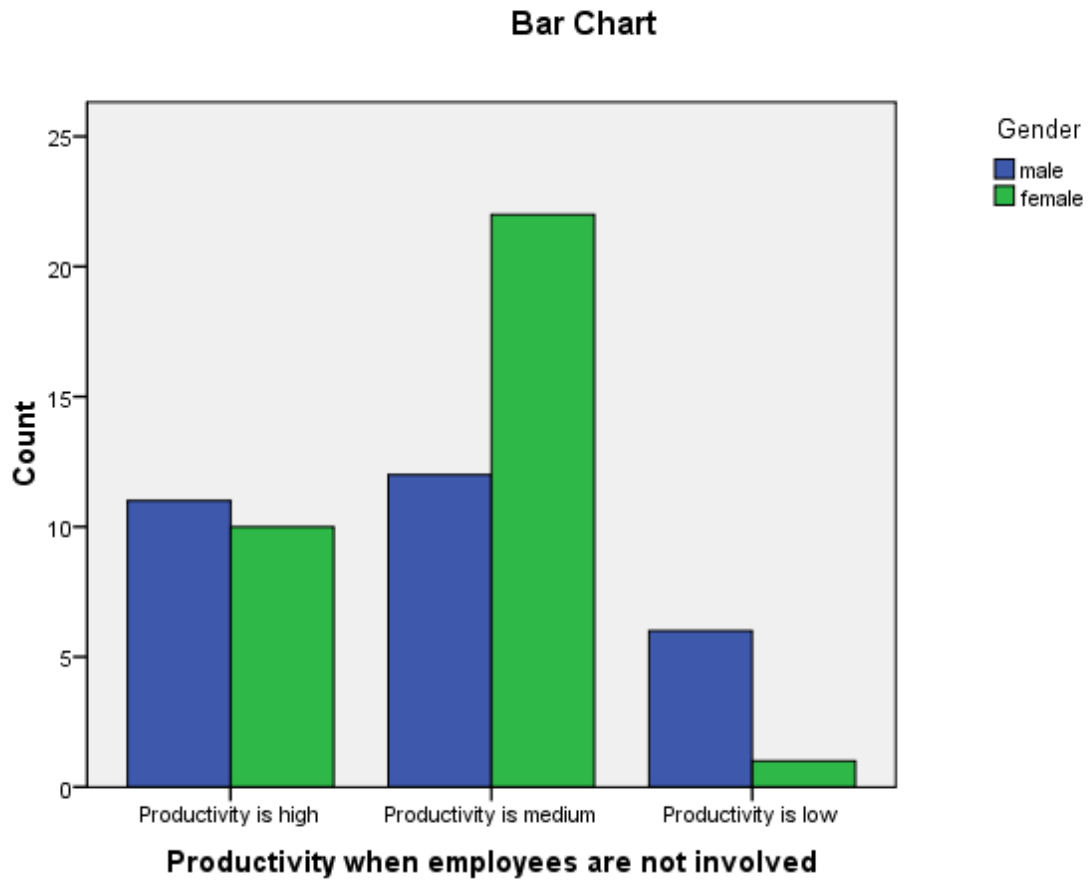


Fig. 1: Number of male and female employees with their view about productivity

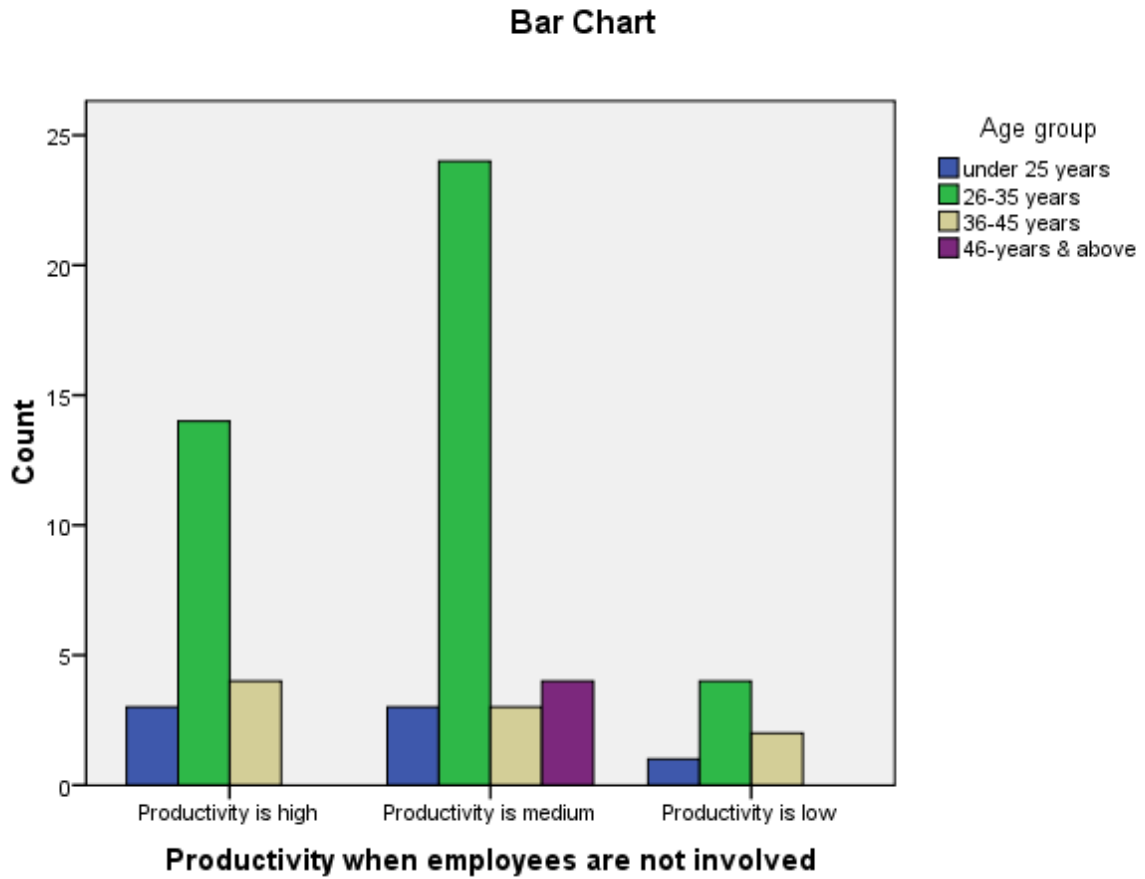


Fig. 2: Age group of staff and their view on productivity

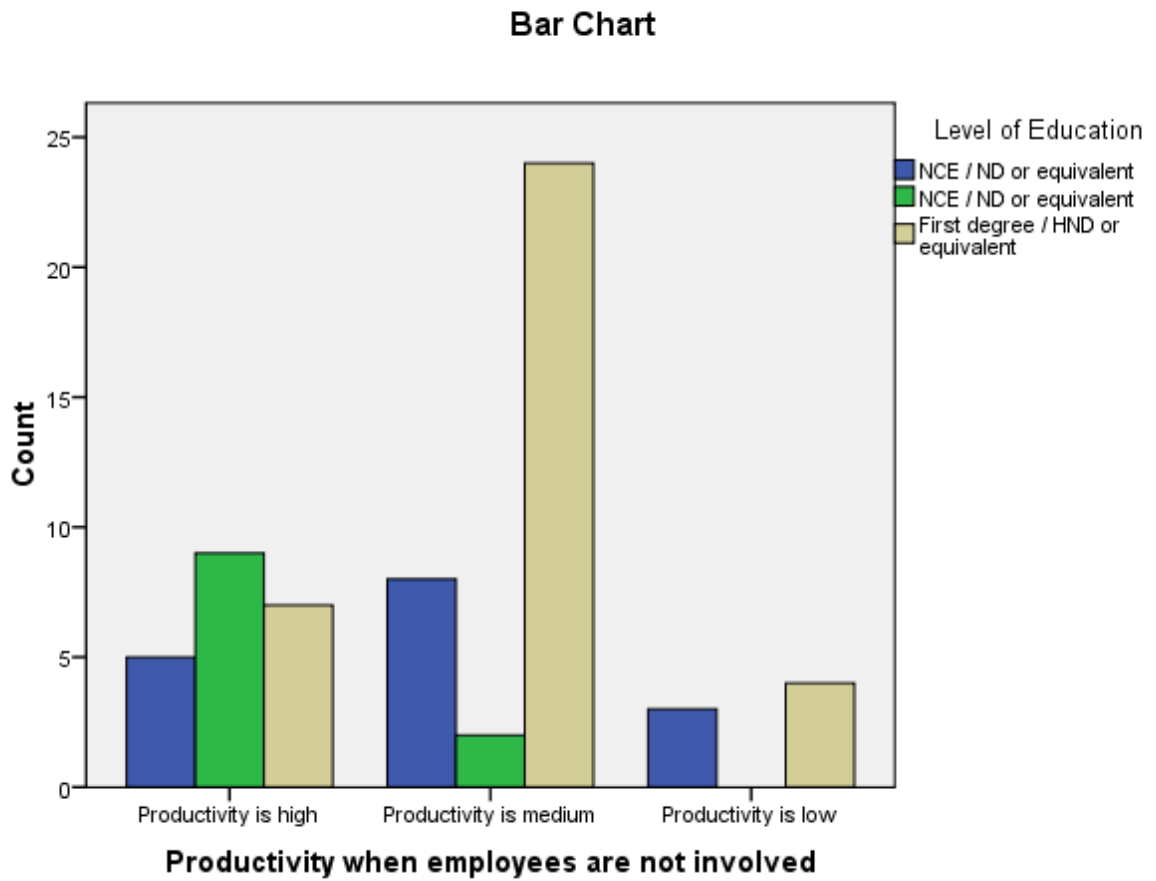
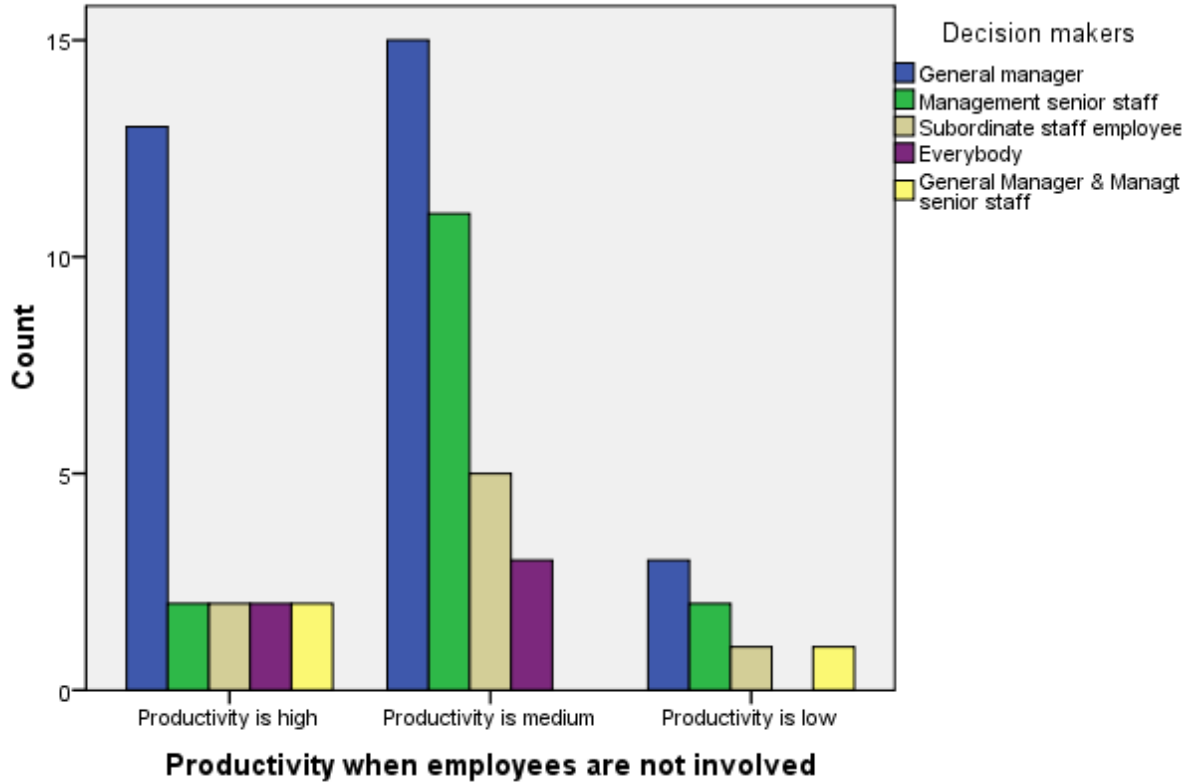


Fig. 3: Level of education of staff with their opinion on productivity

Bar Chart



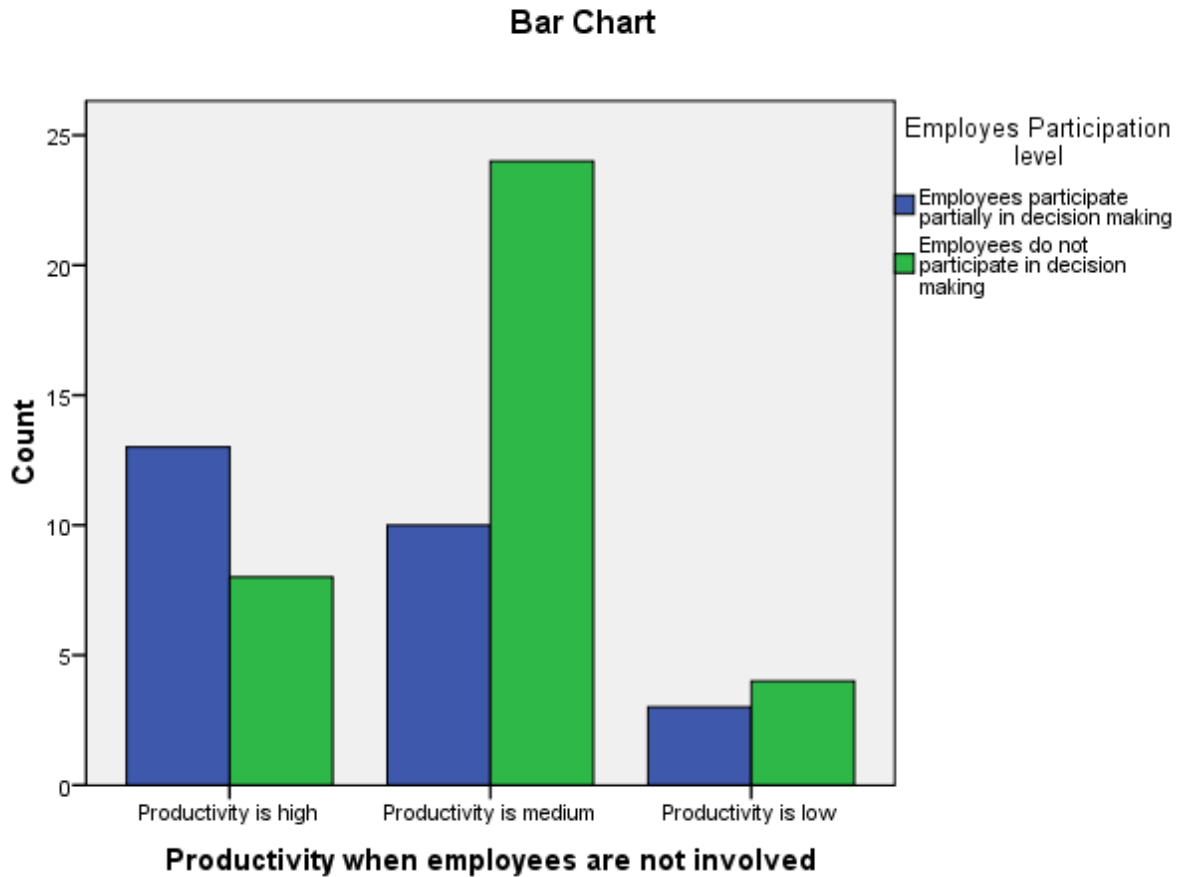


Table 5: Tests of significance of factors affecting relevance of employee participation in decision making

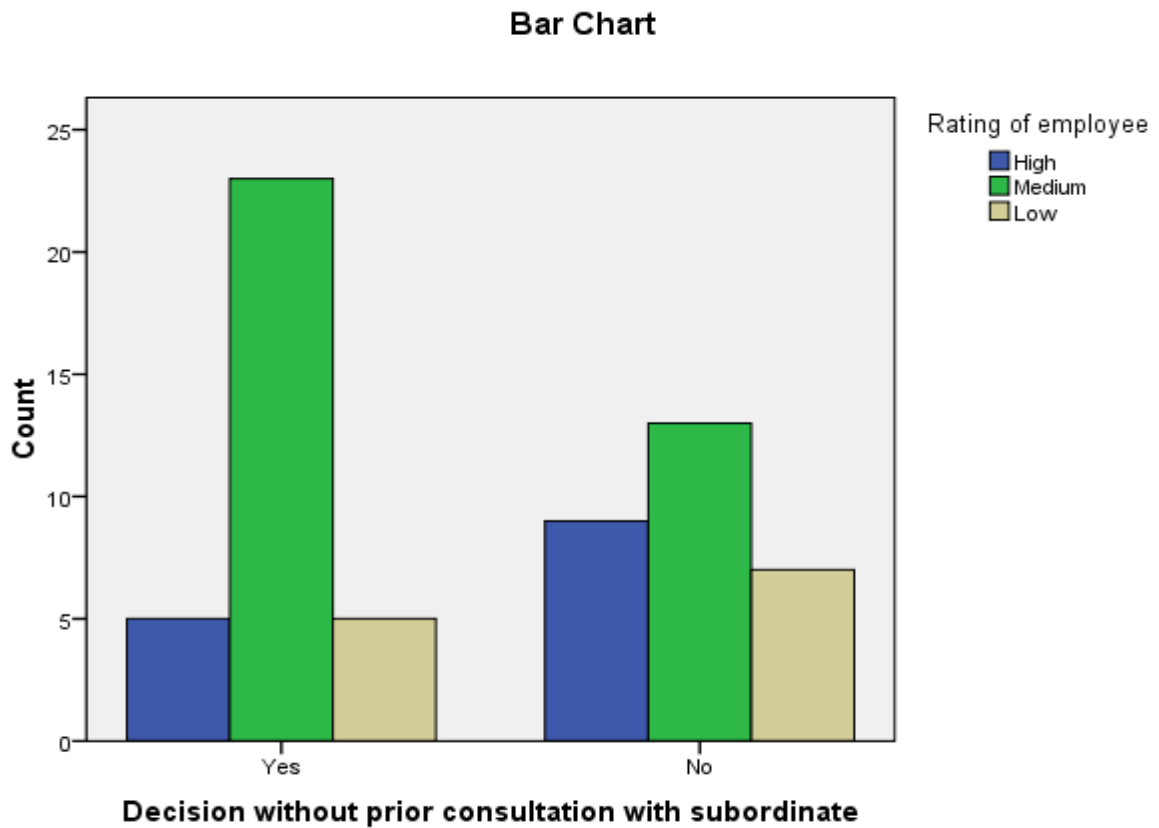
Variables	χ^2	P-value	Remark
Gender	6.33	0.042	Significant
Age	5.87	0.438	Not significant
Level of Education	15.49	0.004	Significant
Grade of staff	4.26	0.119	Not significant
Work division	14.45	0.273	Not significant
Conditions to become a decision maker	13.68	0.033	Significant
Delegation of authority to subordinate	3.19	0.526	Not significant
Frequency of discussion with management	2.57	0.633	Not significant
Motive of meeting	10.16	0.038	Significant

Source: Survey through questionnaire, 2015

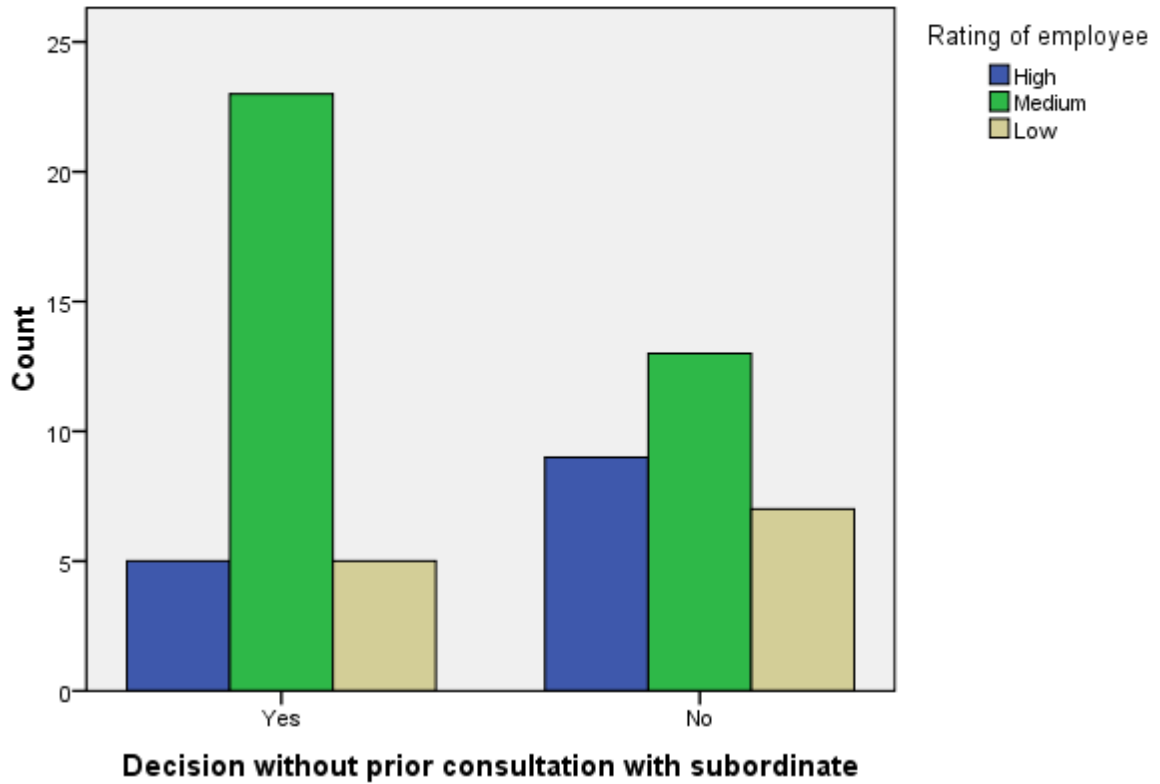
Table 5 shows that at 0.05 level of significance, factors like gender, education level, conditions, and motive, significantly contribute to whether an employee will participate in decision making or not, while other factors are not statistically significant.

Table 6: Tests of significance of factors affecting making decision by the management without consulting the employees

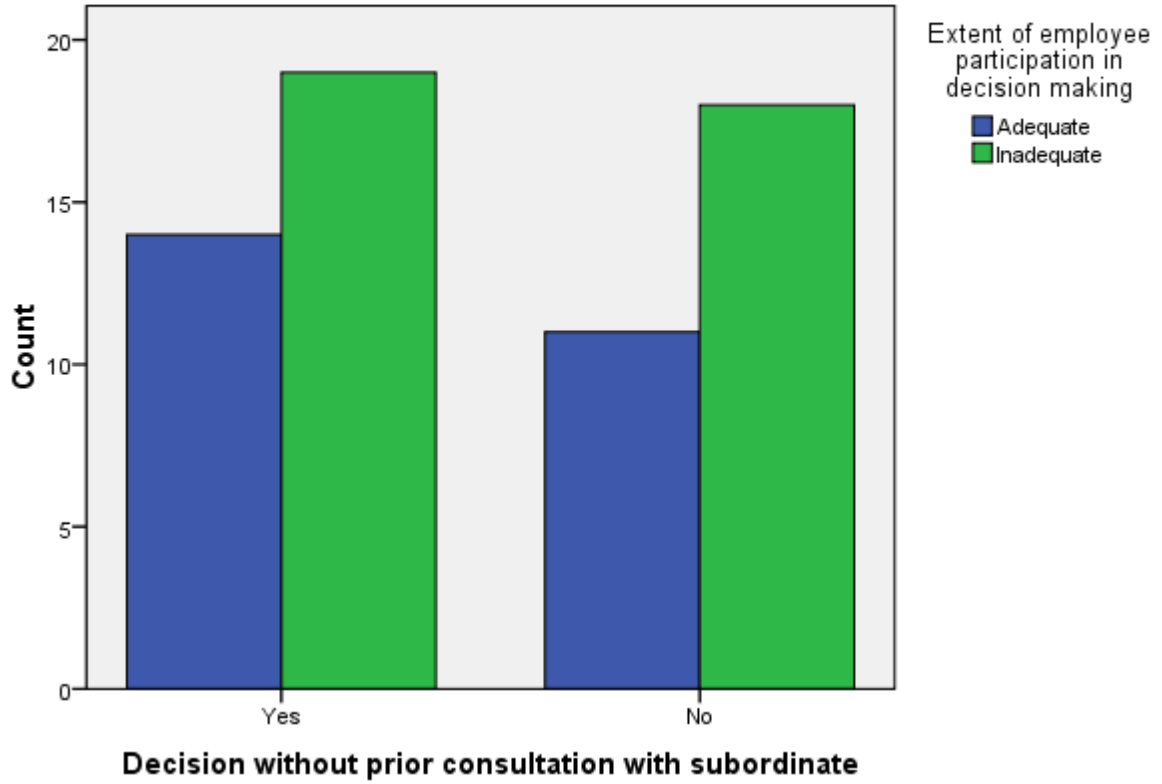
Variables	χ^2	P-value	Remark
Gender	0.08	0.773	Not significant
Age	6.05	0.109	Not significant
Level of Education	0.80	0.670	Not significant
Grade of staff	7.63	0.006	Significant
Work division	4.69	0.585	Not significant

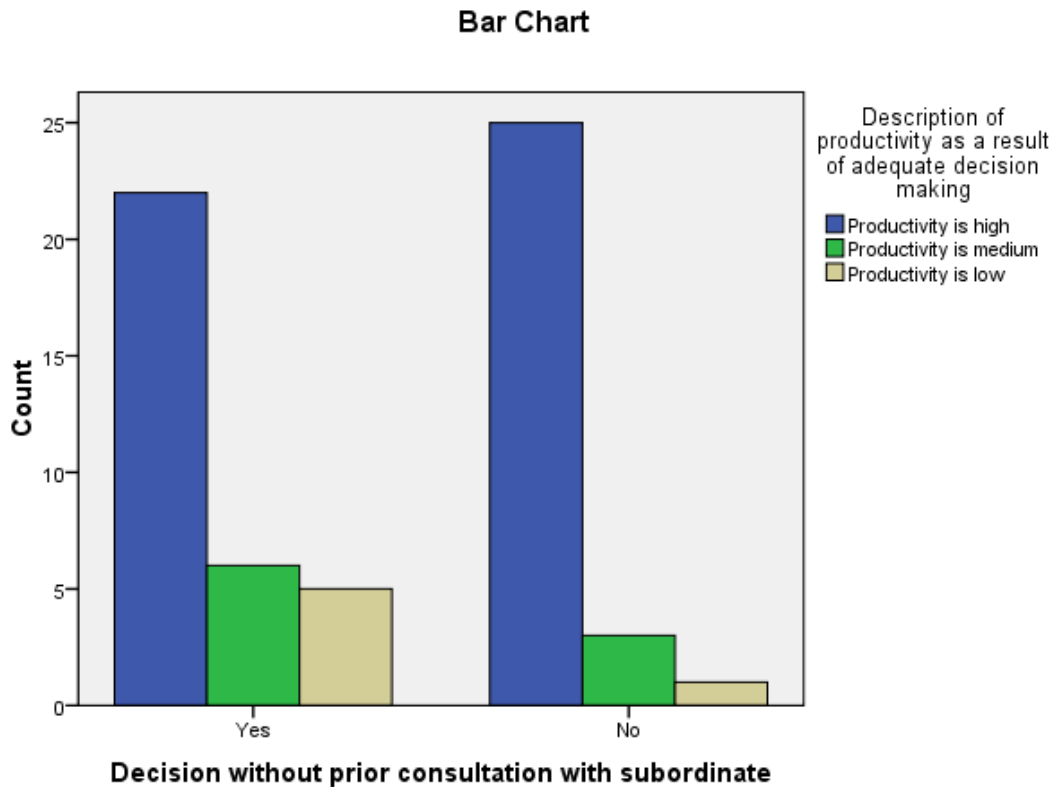


Bar Chart



Bar Chart





Discussion of Results

Table 1 summarizes the profile and socio demographic features of the employees in our case study. More than half of the respondents were females (53.2%). 42 out of 62 of them were in the 26-35 age group (67.7%), while only 6.5% were 46 years old and above . The majority 35 (56.6%) of the study population attained first degree, HND or equivalent. Subordinate staff took 51 (82.3%) of the population of the entire employee. 24.2% of the employees are Administration division, while 2% are in the Leisure and Relaxation unit.

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Considering fig. 1, it can be seen that most female staff said that productivity is at medium when staff members are not involved in decision making.

In fig. 2, twenty-four staff in the age group of 26-35 years gave their opinion that the production will be at medium when staff members are not involved in decision making.

The bar chart in fig. 3 shows that most staff with first degree or HND claimed that production will be medium when employees are not given the opportunity of participating in decision making.

Summary and Conclusion

With the results obtained from the survey carried out on 62 respondents using questionnaire on “The importance of employee participation in organisation decision making: a case study of Le Meridien Ibom Hotel and Golf Resort, Uyo, Akwa Ibom state”. It is noticed that the organization cannot have high productivity as long as the employees are not allowed to participate in decision making.

It was discovered that it is dangerous for the management to take decisions without prior knowledge of the subordinate staff.

Since it has been established that the production of the organization is either low or at medium if staff members are not involved in decision making. It can therefore be concluded that employees participation in decision making in any organization is very important.

Recommendation

As a result of the findings obtained in this research, it is recommended that employers of labour in any organization should endeavour to involve their employees in decision making in order to have an optimum productivity.

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