

Participative Management and Employee Productivity in Automotive Components Firms in Anambra State Nigeria

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Abstract: *The study examined Participative Management and Employee Productivity in Automotive Components Firms in Anambra State Nigeria. The study developed four objectives such as to; evaluate the effect of direct employee participation on productivity of automotive firms in Anambra state; investigate the effect of consultative employee participation on productivity of automotive firms in Anambra state; examine the effect of representative employee participation on productivity of automotive firms in Anambra state ;determine the effect of employee ownership participation on productivity of automotive firms in Anambra state. similar four research questions and hypotheses are formulated in line with the objectives. The study is anchored on Subjective Expected Utility theory (SEU) developed by Savage (1954).. The study adopted survey research design. Data were generated from primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected firms. The population of the study was 1741, The sample size of the study is three hundred and fifty-seven (357). While three hundred and twenty-three (323) were retrieved. The hypotheses were tested using multiple regression analysis method at 0.05% level of significance. The findings of the study revealed that there is significant relationship between direct employees' participation and employee's productivity of automotive components in Anambra State with (t-3.976,p 0.00). There is significant positive effect on consultative employees' participation on employee's productivity of automotive components in Anambra State (t-7.162,p 0.00). There is significant positive effect on Representative employees' participation on employee's productivity of automotive components in Anambra State with (t-2.840p 0.00). the study therefore concludes that here is significant positive effect on participative management on employee productivity. The study recommends that the dimension and scope to which employee participate in sensitive issues should be deepened so as to attracts employee trust and commitment etc Monthly or quarterly meetings should be encouraged as a method of reinforcing employee recognition of self-word and accommodation. Open communication should be encourage by drawing staff representatives at the highest decision making levels of the organization to install feelings of inclusiveness. The study contributes to knowledge bu discovering that employee participation has positive significant effect on organizational productivity in automotive components firms in Anambra state and re-validating the variables and expanding contemporary literature.*

Keywords: *Participative Management and Employee Productivity, Automotive Components, consultative employee participation, representative employee participation*

1.1 Introduction

Employee productivity helps firms to grow faster in the market (both local and global) and face cutthroat competition without worrying about failure. It can either build a firm or bring its downfall. Employee productivity determines the revenues and profits of the organization because profits are the end result of employees' efficiency as well as effectiveness in business policies and processes (Chebet, 2015).

A firm can increase its employee productivity by enabling suitable changes in its business processes and policies in order to invest and take advantage of strengths (strong areas) for betterment. The success of a business can be traced to its diligent employees and their excellent productivity. There is always a big difference in a firm's profit and output, when each employee puts extra effort into their activities. It is necessary for employees to be motivated in order to reach their full potential and maximum level of productivity.

When every person puts extra effort into their work, the profit and productivity of the company always fluctuate significantly. For workers to perform at their highest capacity and level of production, motivation is a necessity. Because they are prepared, the most productive personnel will not be affected by unfavorable market conditions (Shane, 2017). The most significant factor affecting employee performance is training, which enhances employees' skills (Raja, Furqan, & Khan, 2011). Since their talents and competencies develop as a result of their increased on-the-job experience, employees with more on-the-job experience typically perform better (Fakhar & Khan, 2008).

As an unlimited resource that can contribute knowledge and creativity to enhancing the organization's capacity to tackle its primary problem, all members are respected under participatory management. Managers effectively decentralize authority in their businesses by promoting participative management. This frequently results in higher-quality decisions, greater employee engagement to the decision outcomes they have impacted, and, most importantly, it improves their overall job performance (Abdulai & Shafiwu, 2014). According to Knudsen (1995), involvement in decision-making may not only offer a better workforce integration but also increased efficiency, effective people management, and the crucial issue of productivity that improves performance.

In reality, making decisions appears to be the responsibility of top management, but this clearly has a negative influence on the organizations involved in terms of staff dedication, manager-employee cooperation, and ultimately employee productivity. When they have contributed to or been advised on decisions, employees appear to be more committed to those decisions. Therefore, it is argued that when groups are denied meaningful participation in decision-making that affects them, they are more likely to respond violently and divisively (Rubyutsa, 2004). Many studies have reported high productivity of employees including those at the lower levels of management, when they are involved in the decision-making process of their organizations (Nnabuife, 2009).

It seems sense that these employees would be more familiar with the clients' issues and possess the information and insight needed to make critical judgments pertaining to those issues. In Rubyutsa (2004), Robbins (2001) made a similar claim, arguing that operational staff members and lower-level managers are more closely connected to their clients' daily activities and frequently possess more in-depth understanding of issues than top managers. Most studies have found that these operational staff members and lower-level supervisors are not included in decision-making, which results in low employee engagement, poor employee and manager cooperation, and ultimately low productivity.

The detrimental effects of participative management on staff productivity are still another issue. This results from the fact that increased employee participation slows down decision-making because numerous inputs and feedback provided by numerous persons must be examined. Because there are so many options available, it becomes challenging to select the best one (IVM. 2022). On the other hand, it requires time to confirm the veracity of information, which could cause the decision-making process to be delayed. Therefore, it is crucial to look at the elements of participative management after identifying the primary issues preventing employee participation in decision-making in private businesses, notably in automotive corporations. The study evaluated the impact of participative management on employee productivity in automotive firms in the Anambra state of Nigeria by operationalizing the following variables: direct employee participation, consultative employee participation, representative employee participation, and employee ownership participation.

1.2 Objectives of the Study

The broad objective of the study is to assess the effect of participative management on decision making on employee productivity in automotive firms in Anambra state, Nigeria while the specific objectives are

1. To evaluate the effect of direct employee participation on productivity of automotive firms in Anambra state.
2. To investigate the effect of consultative employee participation on productivity of automotive firms in Anambra state.
3. To examine the effect of representative employee participation on productivity of automotive firms in Anambra state
4. To determine the effect of employee ownership participation on productivity of automotive firms in Anambra state

1.3 Hypotheses of the Study

H₀₁: Direct employee participation has no significant effect on productivity of automotive firms in Anambra state.

H₀₂: Consultative employee participation has no significant effect on productivity of automotive firms in Anambra state

H₀₃: Representative employee participation has no significant effect on productivity of automotive firms in Anambra state.

H₀₄: Employee ownership participation has no significant effect on productivity of automotive firms in Anambra state.

REVIEW OF RELATED LITERATURE

2.2 Theoretical Framework

The Subjective Expected Utility theory (SEU), created by L. J. Savage in 1954, serves as the study's theoretical foundation. According to the idea, a rational actor will always try to maximize its reward by selecting the course of action that will have the greatest predicted utility. A personal utility function and a personal probability distribution (often based on Bayesian probability theory) are combined in the notion of subjective expected utility. According to decision theory, subjective expected utility refers to how appealing a financial opportunity appears to a decision-maker when there is risk involved. In accordance with Savage (1954), the performance of an organization is ultimately determined by the quality of the human resources the organization has access to.. A significant intellectual breakthrough was the invention of subjective expected utility theory (SEU), which provided the first explicitly axiomatic definition of what it means for an agent to behave consistently and logically. It was predicated that top management, who make decisions, had a utility function, which is an ordering of all possible outcomes of choices based on preferences, that all options from which a choice might be made were known, and that it was possible to determine the effects of each option. According to SEU theory, senior management should pull rather than push when making organizational decisions in order to be effective (Anderson, 2017). By applying subjectively these assigned probabilities, SEU theory opened the way to fusing subjective opinions with objective data, an approach that if adopted for effective decision-making in Organizations have a tendency of facilitating high performance.

2.2 Empirical Review

Aladesoun, et. al. (2020) determined the role of strategic decision making on employees productivity in Osun State, Nigeria. The company considered in this study is Omoluabi Holdings (Osun State Investment Company Limited). The research objectives includes: to investigate the impact of strategic decision on organizations productivity in Omoluabi Holdings; examine if the success of Omoluabi Holdings is based on strategic decision; determine the operational efficiency of the strategic decision in Omoluabi Holdings; assess main factors that affect strategic decision at Omoluabi Holdings. Primary data was used for this study and 50 questionnaires were distributed among the respondents in Omoluabi Holdings. Data were analyzed using descriptive statistics while Chi-square was used to test hypotheses. The result of the hypotheses shows that Ho is rejected and H1 is accepted for all four hypotheses examined. Therefore, Strategic decision plays significant role on organizational productivity at Omoluabi Holdings, productivity and profitability of an organization is based on strategic decision at Omoluabi Holdings; there is operational efficiency of the strategic decision in Omoluabi Holdings and there are main factors that affect strategic decision at Omoluabi Holdings. it can be concluded that the strategic decisions making influencing employee productivity include improved infrastructural development, hiring of competent staff, improved academic performance, strategic plan implementation, increased number of staffs, and achievement of set targets and reduction of costs of running the organization. From the findings of the study, also it can be concluded that strategic decisions influence performance of organization through employee productivity. Therefore the study recommends that

all organizations in Osun State should adopt these strategic decisions in their day to day decision-making processes. Strategic decisions influence performance of employees. Also, the study recommends that all organizations in Osun State should adopt these strategic decisions in order to improve their performance.

Chesoli, (2020) examined the effect of employee involvement in decision making on performance of selected SMEs in Kitale. Data was sourced from one hundred and twenty nine (129) employees and twenty seven (27) owner/managers of the randomly selected SMEs, with the aid of questionnaire. The data generated were statistically analyzed using descriptive inferential statistical tools. Results showed that' on overall, employee participation in decision making had significant positive impact on organizational performance in the SMEs, with ($\beta = 0.597$, $t = 6.572$, $P < .01$). The implication of this finding is that Kenyan SMEs should pay attention to human resource management practices which, they have hitherto, largely ignored, in the course of running their businesses. Increasing employee involvement in decision making will impact positively on their growth and potential for survival.

Chikeleze and Don-Egesimba, (2020) examined employee participation in decision-making for the performance of local government administration in Nigeria. Three local governments in Enugu state were selected for the study. The paper is an empirical research using survey design approach with a population of 1972 drawn from Enugu East (526), Enugu North (746), and Enugu South (649) local government areas. A sample size of 331 employees was used. The instruments used for data generation was structured questionnaire and frequencies and percentages were used for analysis. The findings of the study include that employees' participation significantly increases the quality of service delivery, reduces work error, increases job satisfaction, enhances better policy implementation, and better directs employees' efforts towards organizational goals. Challenges facing employees' participation include assumed poor knowledge and skill of employees; lack of trust of employees by top management that limit their participatory space; management unwillingness to share information with junior staff; and the traditional top-down decision making approach to management

Hyginus Okoh and Amadi (2020) examined employees' participation on decision making and employees' productivity was elicited to determine the extent to which employee participation in developing the mission statement, employee participate in policies and procedure formulation, and employees' participation in the bonus/benefit determination enhance employees' productivity. A total of 3901 populations were studied and 363 sample sizes was used to determine the effect of employees' participation in decision making on employees' productivity in Ebonyi state. The survey method was adopted; questionnaires and interviews were used for data collection. Descriptive statistics and Simple linear regression model was used. The findings show that there is a significant positive relationship between employees' participation in decision making and employees' productivity. The study, therefore, recommends among others that the management of the institutions especially academic institutions should continue to allow employees to participate in the decision-making process for increasing productivity.

Chukwuemeka, (2020) examined the influence of employee participation in decision making on organizational performance in public organization in Anambra State. The study was anchored on subjective expected utility theory. As a survey research design, a structured instrument developed

by the researcher. The population of the study comprised of 1,741 employee of the selected public organization. A sample size of 357 employees was drawn from the population using Taro Yamane of which 338 copies of questionnaire was duly completed and returned. Hypotheses were tested using Multiple Regression Analysis (MRA) which was carried out with the aid of Statistical Package for Social Science (SPSS) version 23. Findings from the study revealed that employee consultation; employee engagement and employee commitment had a significance positive effect on organizational performance in public organization firms in Anambra State, Niger. The study concludes that employee participation on decision had a positive significant effect on organizational productivity. In view of the findings, the study recommended that Monthly or quarterly meetings and consultations with subordinates on crucial issues will stimulate employee morale and promote self motivation as they will feel recognized and valued in the organization. The managers and leaders in the organization must encourage employee involvement during quarterly meetings, weekly strategic sessions and team building sessions or interaction sessions, employees must be encouraged to address concerns relating to their jobs or share ideas on how to improve existing policies, practices and procedures that can improve performance levels.

Amosa, Omolabi and Suleiman (2019) examined the impact of participative management (PM) on employee job performance in a Nigerian Manufacturing Industry. Other specific objectives were to: examine the impact of participative management on employee job performance; and, evaluation of the relationship between indirect participation dimensions and employee job satisfaction. Questionnaire was served to 240 out of 600 employees of the manufacturing organization through stratified, simple random sampling techniques. Two hypotheses formulated were tested through regression and correlation analysis. The findings revealed that (PM) had a significant influence on employee job performance ($r^2=76.5\%$, $p\text{-value}<0.05$) and that indirect participation dimensions and employee job satisfaction correlated ($P\text{-value}<0.05$). The study concluded that PM remains an important management strategy for improving employee performance with recommendation that organization should emphasize comprehensive task and contextual performance behaviour strategy through the adoption of participative management.

Kutche, (2019) analyzed the effects of participatory management on the organizational involvement of employees in Halliburton, in a context marked by an increased search for performance and in an increasingly competitive environment. To achieve this, we conducted a quantitative survey of 451 employees of Halliburton and Perenco firms in Central and West Africa, in order to request their assessment of the level of implementation of participatory management in the company as well as their organizational involvement. The descriptive analysis of the data shows that the participative management is strongly implanted in the firms and that the level of organizational involvement of employees is interesting. The inferential analysis through the simple linear regression indicates that there is a positive and significant influence of the participative management on the organizational implication of the employees of the firms.

Gholamreza, Segi, and Segi (2019) examined the impact of Participative leadership style and employees training on organizational productivity in the E&E sector of Malaysia. The targeted population of this study contains employees and supervisors who are currently working in E&E organizations and numbers of samples are 220. Probability sampling technique is approached in this research and researcher get the feedback from quantitative method to collect the data. Data

were analyzed using simple percentage and SPSS. The result shown most significant and effective variable is participative leadership which affects the organizational productivity more. All the variables have significant and positive effect on organizational productivity but participative leadership is more influential.

Ifekwem, Opele and Obahor (2018) examined the relationship between participative management and employee performance in First City Monument Bank (FCMB) Plc, Lagos, Nigeria. For this, descriptive survey research design was adopted. The population for this study comprises the Two thousand and eighty staff of First City Monument Bank (FCMB) Plc, Lagos. The sample size of this study was 117 being the number of questionnaire retrieved out of the 120 copies administered. Collected data was first analyzed using descriptive statistics. Chi-square test was used to test the hypotheses. The study established that there is a significant relationship between employee participation in decision making and employee performance. In line with these findings, the researcher recommends that management of First City Monument Bank (FCMB) Plc. as well as other business owners should see that they structure their management and decision making processes in such a way that it will allow the active participation of their workers.

Nauman and Arshad (2017) examined participative management on organizational commitment of employees: a mediating role of employee involvement in Pakistan. The study is based on the service sector and private NGOs were surveyed, from where 280 responses were collected as part of the survey. The dimensions through which participative management was measured were employee priorities, managerial attitude and training consistency. The study found that there was a moderate positive relationship between all the dimensions of participative management and organizational commitment. The study also found that employee involvement mediated the relationship of participative management with organizational commitment. The mediating effect of Employee Involvement was proven with the help of step wise regression analysis and Sobel test. This study can contribute to managerial sector as it clearly shows that employee involvement is necessary for organizational commitment to fully perpetuate in organization. If organizations involve employees at different levels, it will lead to a more concerned approach towards organization and will ultimately generate organizational commitment.

Nwoko and Emerole, (2017) focused on the effect of employees' participation in decision making on organizational performance, with reference to National Root Crops Research Institutes Umudike. Specifically, the study sought to: ascertain the impact of employees' participation in decision making on work commitment and examine the effect of employees' participation in decision making on the productivity of NRCRI Umudike. The study adopted survey research design; primary and secondary data were used. The population of the study consists of all the employees of the institution. Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20. The major findings revealed that: there is a positive relationship between employees' participation in decision making and work commitment of the employees in the institution. Employees participation in decision making has a low positive effect on the productivity of the institution with correlation coefficient of ($r = 0.228$). The study concluded that employees' participation in decision making have a positive effect on organizational performance, and recommends that the management of National Root Crops

Research Institutes Umudike should adopt adept participatory approach in administration/decision making in order to encourage employees' affirmative commitment to organizational goals and objectives.

Lumbasi, K'Aol and Ouma (2016) investigate the effects of participative leadership style on the performance of senior managers of the Company of the Year Award (COYA) winners in Kenya. It adopted a descriptive correlational design. The population was made up of the 13 companies that won COYA during the years 2010 to 2013. A census was used to survey the 84 senior managers who report directly to the CEOs of the 13 companies. A self-administered questionnaire was used to collect data. Descriptive and inferential techniques were used to analyze data using the statistical program for social sciences (SPSS) version 20 as a tool. The findings indicated that the application of a participative leadership style significantly affects the performance of employees positively. The analysis of variance showed that participative leadership style significantly affected employee performance, $F(1,065) = 2.406$, whereas, the coefficient of determination (R^2) showed a strong positive relationship between the two variables. The findings indicate an R^2 of .232, which means that participative leadership affects employee performance by 23.2 percent.

Abdulrahman (2016) examined the influence of employee participation in decision-making on firm performance in Saudi Arabia's manufacturing sector. The author who used Regression analysis and Z-test (approximated by the independent samples t-test) for the study found that a significant positive relationship exists between Participative Decision Making(PDM) and firm performance, thus suggesting that PDM is an essential component influencing firm performance.

Abdulrahman and Al-Imam (2016) examined the influence of employee participation in decision making on firm performance in Saudi Arabia's manufacturing sector. The authors found a significant positive relationship between Participatory decision making (PDM) and firm performance, suggesting that PDM is an essential component influencing firm performance. They concluded that the higher the level of employee participation in decision-making, the higher the level of firm performance.

Mutai, Cheruiyot, and Kirui (2015) identified the forms of participative mechanisms used at Moi University and investigate the employee views toward participatory management system. A survey design was adopted as a framework to guide the study and targeted 2536 employees. A sample of 507 was selected. A questionnaire and interview schedule were used to collect data, The findings of study indicated that participation management was beneficial to the organization in many ways such as boosting the employee morale , improving quality of decision and trust between management and. However it implementation in public institution must be done within the limits set in the statutes that created the organization. It was concluded that participatory management has not been very effective in Moi University because of management's reluctance to share power, non-liberal information sharing, and crisis of confidence and on the part of employees representations. It was recommended that university management should try to introduce changes that would reduce the current bureaucratic procedures that are in place in order to expand the space for employee participation. Further research should be done on legal constrain on implementation on participatory management.

METHODOLOGY

3.1 Research Design

The creation of subjective expected utility theory (SEU) was a significant intellectual breakthrough that provided the first explicitly axiomatic definition of what it means for an agent to behave consistently and logically. It was supposed that the top management, who make decisions, had a utility function, which is an ordering of all possible outcomes of choices based on preferences, that all options from which a choice might be made were known, and that each alternative's implications could be determined. Therefore, according to SEU theory, senior management should pull rather than push when making organizational decisions.

3.2 Population

Population of the study is made up of all the elements, observations or elements relating to a particular phenomenon that the researcher is interested in studying or describing (Asika, 2006). The populations of the study were made up of all the employees of the three selected automotive component firms in Anambra State, Nigeria.

Table 3. 1 Distribution of the Population

S/N	Company's Name	Number of Employees	Location
1	Tonimas Industries	654	New Oba-Nnewi Rd, 435115, Nnewi, Anambra Onitsha
2	A-Z Petroleum	737	Akwu-uru indust. Estate, ,Nnewi , Anambra.
3	Innoson Technical Co.	350	No 2 Innoson Industrial Estate, Akwa-Uru, Uru Umudim, Nnewi, Anambra State.
	Total	1741	

Source: Field Survey (2023)

3.3 Sample Size and Sampling Technique

In order to ensure a clear determination of a sample size, Taro Yamane (1973) formula was used to determine the sample size. The formula is stated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n= sample size

N= total population (1741) employees

e= Allowable margin of error. In this case, we consider 5% (0.05) error margin adequate.:
 $(e)^2 = 0.0025$

$$n = \frac{1741}{1 + 1741 (0.0025)}$$

$$= 356.93$$

Ω 357 employees

3.4 Instrument and Method for Data Collection

Questionnaires were used to collect the data for this study. The survey instruments were arranged on issue-based structured pattern that have sub-elements of the stated research question, in other to ensure completeness, avoid non-response bias and obtain maximum support from staffs of automotive firm. Five points likert scale were used to elicit responses for data analysis and the questions were close-ended in pattern. The scale were 5(Strongly Agree), 4(Agree), 3(Undecided), 2(Disagree) 1(Strongly Disagree). Statistics such as frequency count and percentages were used in the analysis of personal characteristics while research analysis and hypotheses were tested using Multiple Regression Analysis (MRA). The research hypotheses were tested at 0.05% level of significance. Analyses were carried out with the aid of Statistical Package for Social Sciences (SPSS) version 23.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4.1.1 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.475 ^a	.5226	.5118	.432	.226	30.997	3	319	.000	1.721

a. Predictors: (Constant), DEP, CEP, REP, EOP

b. Dependent Variable: EF

Table 3 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 52%. This implies that 21% of the variation in employee productivity is explained by variations in direct, consultative, representative and employee ownership participation. This was supported by adjusted R^2 of 51%. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.721 in table 3 shows that the variables in the model are not auto correlated and that the model is reliable for predications.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.346	3	5.782	30.997	.000 ^b
	Residual	59.503	319	.187		
	Total	76.848	322			

a. Predictors: (Constant), DEP, CEP, REP, EOP

b. Dependent Variable: EF

The f-statistics value of 30.997 in table 4.5 with f-statistics probability of 0.000 shows that the independent variables have significant effect on dependent variable such as direct, consultative, representative and employee ownership participation can collectively explain the variations in employee productivity.

Table 4.2 Coefficients of the Model

T-statistics and probability value from the regression result are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 4.2.1 T-Statistics and Probability Value from the Regression Result

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.657	.150		11.055	.000	1.362	1.952
	DEP	.114	.029	.196	3.976	.000	-.170	-.057
	CEP	.145	.020	.363	7.162	.000	.105	.185
	REP	.095	.033	.144	2.840	.005	-.161	-.029
	EOP	.049	.019	.126	2.579	.010	-.087	-.012

a. Dependent Variable: FMP

Table 4.6 shows the coefficient of the individual variables and their probability values. Direct employee participation variables have regression t-value of 3.976 with a probability value of .0.000. This implies that direct employee participation has a positive and significant effect on employee productivity. Consultative employee participation has a regression t-test of 7.162 with a probability value of 0.000 implying that consultative employee participation has a positive and significant effect on employee productivity.

On a similar note, representative employee participation has a t-test value of 2.840 and a probability value of 0.000. This shows that representative employee participation has a positive and significant effect on employee productivity. Lastly, employee ownership participation has a regression coefficient of 2.579 with a probability value of 0.010. This implies that employee ownership participation has a positive and significant effect on employee productivity

4.3 Test of Hypotheses

Here, the four hypotheses formulated in chapter one were tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables.

Hypothesis One

H₀₁: Direct employee participation has no significant positive effect on employee productivity of automotive firms in Anambra state.

Direct employee participation has a t-statistics of 3.976 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypotheses which state direct employee participation has significant effect on employee productivity of automotive firms in Anambra state.

Hypothesis Two

H₀₂: Consultative employee participation has no significant positive effect on employee productivity of automotive firms in Anambra state.

In testing this hypothesis, the t-statistics and probability value in table above is used. Consultative employee participation has a t-statistics of 7.162 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that consultative employee participation has significant effect on employee productivity of automotive firms in Anambra state

Hypothesis Three

H₀₃: Representative employee participation has no significant effect on employee productivity of automotive firms in Anambra state.

Representative employee participation has a t-statistics of 2.840 and a probability value of 0.001 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative

hypotheses which state that representative employee participation has significant effect on employee productivity of automotive firms in Anambra state.

Hypothesis Four

Ho4: Employee ownership participation has no significant effect on employee productivity of automotive firms in Anambra state.

Employee ownership participation has a t-statistics of 2.579 and a probability value of 0.010 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that employee ownership participation has significant effect positive on employee productivity of automotive firms in Anambra state.

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Global automotive companies are essential to the expansion and advancement of the economy. It is thought that employee participation in business decision-making may, among other things, have a significant impact on how effectively and efficiently these duties are performed. The study does find a strong association between participative management and employee productivity, though.

5.2 Recommendations

Based on the findings, the study recommends that automotive components firms should improve on participatory management in the following ways:

- i. The dimension and scope to which employee participate in organization sensitive issues should be deepened so as to attracts employee trust and commitment
- ii. Monthly or quarterly meetings and consultations with subordinates on crucial issues will stimulate employee morale and promote self motivation as they will feel recognized and valued in the organization. This will be achieved through open and effective communication between the management and subordinates.
- iii. Staff or Union representatives should be made members at the highest decision making body of the organization. This will create a feeling of inclusiveness among the subordinates and minimize the chances of resisting any change that may be introduced at that level
- iv. To encourage participatory effort, managers should create a sense of self-belief and self esteem in employees, paying attention to career development, creating a shared vision and establishing mutual trust among employees.

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