

**EFFECT OF EMPLOYEES PARTICIPATION IN DECISION MAKING ON ORGANIZATIONAL PERFORMANCE: A STUDY OF NATIONAL ROOT CROPS RESEARCH INSTITUTES UMUDIKE (2012-2016)**

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**ABSTRACT**

The study focused on the effect of employees' participation in decision making on organisational 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 consist 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 organisational 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.

**Keywords:** Effect, Employees' Participation, Decision Making, Organizational Performance.

**INTRODUCTION**

Quality and timely decision making are the bedrock of successful organisations, how an organisation chooses to design its decision-making rules are one of the most fundamental aspects of its internal design. Brickley *et al.*, (2004) described the assignment of decision rights along with the reward system and the way performance is evaluated, as one of the key aspects of organisation's architecture or design. A firm's ability to make good decisions is particularly important in the present dispensation of increasing global competition and rapidly changing environment, as organisations are forced to find ways to be more competitive, flexible, agile and

adaptable. In implementing this, human resource experts, policy makers and scholars through well documented research has argue that participatory approach in decision making are essential and a requirement for organisations that cherish perpetual existence amidst the high tides of economic recession rocking the globe.

According to Singh, (2009) organisational success depends on involving the workforce's entire capacity to generate new ideas and ways of working to outsmart their competitors. Employees must be involved if they are to understand the need for creativity and employees must be involved if they are to be committed to changing their behaviours in work, in new and improved ways. Employee involvement in decision making serves to create a sense of belonging among the workers as well as a congenial environment in which both the management and the workers voluntarily contribute to healthy industrial relations (Noah, 2008). A modern forward-looking business does not keep its employees in the dark about vital decisions affecting them. It trusts them and involves them in decision making at all levels. "Command and control" is no longer an adequate model. A more open and collaborative framework will exploit the talents of all employees (Hewitt, 2002).

To that end, the need for organisations to adopt participatory approach in decision making cannot be succinctly stated especially for organisations with national interest, of which National Root Crops Research Institutes Umudike categorically belong to. The institution was floated with the mandate to provide the necessary environment for the production, processing and marketing of value added products of root and other crops towards national food security, income generation, gainful employments and rapid industrial development. The institutions effectively manage, have the capacity and capability of becoming the food basket of the nation and propeller in transforming the agribusiness sector of the country.

Conversely, bad policy and lopsided decision making seem to be among the major challenges inhibiting the progress of National Root Crops Research Institutes Umudike, which has created many unresolved problems between management and the employees in the organisation, result in chains of industrial actions and faceoff between management and employees. The inabilities of management in developing good policy, knowledge, protocols, and skill that incorporate support and optimal decision design for their organisation is troubling and this seems to be the norm rather than the rule in National Root Crops Research Institutes Umudike which have retrograded and repressed the performance of the institution in recent times. Will participatory approach in decision making prove helpful in salvaging the situation? Against this backdrop the researcher deems it imperative to embark on the research: effect of employees' participation in decision making on organisational performance, with reference to National Root Crops Research Institutes Umudike. Specifically, the research sought to:

- i. ascertain the impact of employees participation in decision making on work commitment in NRCRI Umudike.
- ii. examine the effect of employees participation in decision making on the productivity of NRCRI Umudike.

## **1. REVIEW OF RELATED LITERATURE**

### **Concept of Employees' Participation in Decision Making**

As opine by Wagner (1994), Participation in Decision Making defined (PDM) as a process of involvement among employees and administration in sharing information processing, decision making and problem solving in an organization. Participation in Decision Making is a process which allows employees to exert some influence over their work and the conditions under which they work (Strauss, 1998). Employees' Participation in Decision Making involves the process of sharing important information between managers and employees to generate new ideas and possible alternatives, plan processes and evaluate results to achieve an organization's objectives (Scott-Ladd *et al.*, 2006). Beardwell and Claydon (2007) defined employee participation as the distribution of power between employer and employee in decision making processes, either through direct or indirect involvement. In addition, Participation in Decision Making also refers to employee participation and influence in decision making at the workplace (Busket *et al.*, 2010). Participation in Decision Making encourages the involvement of manpower at all levels of an organization to analyse problems, develop new strategies, and implements solutions (Helms, 2006).

According to Noah (2008), it is a special form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. It refers to the degree of employee's involvement in a firm's strategic planning activities. A firm can have a high or low degree of employee involvement. A high degree of involvement (deep employee involvement in decision making) means that all categories of employees are involved in the planning process. Conversely, a low degree of involvement (shallow employee involvement in decision making) indicates a fairly exclusive planning process (Barringer and Bleudorn, 1999) which involves the top management only. A deep employee involvement in decision making allows the influence of the frontline employees in the planning process. These are the people who are closest to the customer and who can facilitate new product and service recognition, a central element in the entrepreneurial process (Li *et al.*, 2006).

### **Concept of Organisational Performance**

Imaga, (1996) define productivity as the output per unit of a factor of production. Evans (1996) suggested that organisational performance is the measurement of the achievement level of an enterprise's strategic objectives, and is also an indicator of overall enterprise competitiveness. An appropriate organisational performance assessment affords its manager the understanding of the status of the organisation. Popular assessment indicators are income, productivity and profitability of the organisation. Xu (2007) suggested that "organizational performance" is divided into "efficiency" and "effectiveness". While, Drucker (1966) provided a very good interpretation for "efficiency" and "effectiveness", that Efficiency is "doing things right"; effectiveness is "doing the right things". Neither efficiency nor effectiveness should be neglected, but this is not to say that efficiency and effectiveness are equally important. For an organisation, it is certainly preferable to improve efficiency and effectiveness at the same time; however, if both cannot be obtained, the organisation should focus on effectiveness prior to aiming at improving efficiency. Lee, *et al.*, (2013) define organisational performance as an indicator of the overall enterprise competitiveness, and it is also the measurement of the achievement level of an enterprise's strategic objectives. While popular assessment indicators for organisational performance are income, productivity and profitability of the organization. Therefore, an appropriate organisational performance assessment affords its manager the understanding of the status of the organisation.

### **Organizational Commitment**

Cole and Bruch (2006) defined organizational commitment as an individual's emotional attachment to and involvement in an employing organization. Porter, *et al.*, (1974) explained that commitment is characterized by three factors, namely (1) a strong belief in and acceptance of the organization's goals and values, (2) a willingness to exert considerable effort on behalf of the organization, and (3) a definite desire to maintain organizational membership. Therefore, an employee's commitment to an organization embraces his/her bond with and responsibility to the organization, which pushes him/her to want to contribute to the organization and its mission.

There are three components of commitment, namely affective commitment, continuance commitment, and normative commitment (Allen and Meyer, 1990; Meyer and Allen, 1991). According to the authors, affective commitment refers to the emotional attachment that an employee has with his/her organization and its goals such that he/she identifies with, is involved in, and enjoys membership of the organization. Continuance commitment reflects a readiness to remain with the organization as a result of consideration of the costs associated with discontinuing the relationship. Finally, normative commitment incorporates a sense of obligation

to the organization as the employee perceives that it is his/her duty to remain loyal to the organization.

Angle and Perry (1981) hypothesized that organizations whose members were strongly committed would have both high participation and high production. They also expected such organizations to show high levels of operating efficiency. Thus, it is logical to assert that an organization that fosters a climate that encourages commitment would also profit from efficiency benefits. Furthermore, since a climate for efficiency affects productivity (Van De *et al.*, 2009), it is reasonable to state that commitment would indeed impact productivity.

### **The Relationship between Involvement, Commitment, and Organizational Productivity**

High involvement, collaboration, and participation are crucial components to managing human systems (Woodman, 1989). Commitment is also viewed as an important contributor that serves to enhance the success of sound HR practices toward the achievement of desired organizational outcomes. In fact, the concept of high performance-high commitment (HP-HC) work systems is often used interchangeably with labels such as high-involvement plants and productive workplaces (Woodman, 1989), alluding that there is indeed a link between involvement, commitment, and productivity. Considering the established connections and similarities, Simone *et al.*, (2013) proposes relationships among employee involvement, organizational commitment, and organizational productivity through the following variables:

#### **Power**

In an autonomy supportive environment, significant others encourage choice and participation in decision-making instead of control (Deci, *et al.*, 1994). Autonomy support can have an impact on individuals' attitudes and behavior by fulfilling their psychological need for competence, which encompasses their desire to produce outcomes and to understand the circumstances leading to these outcomes (Deci and Ryan, 1985). Therefore, an organization that promotes employee involvement, whereby workers have the authority and autonomy to play an active role in work-related decision-making, should benefit from increased organizational productivity due to the paradigm shift employees incur by having the opportunity to give their input. This paradigm shift should be reflected in their behavior as they would consequently be more motivated to perform at a high standard to achieve goals that they had apart in setting.

An interaction between power and commitment is also quite reasonable to expect, as the success of human resource practices and policies that promote employee authority and autonomy would be aided by committed employees who use these opportunities wisely. Woodman (1989) asserted

that congruent processes are necessary but not sufficient for high performance, productivity, or quality, and that individuals and work groups must be committed to make strategy work. One of the defining characteristics of the HP-HC system is empowerment, which embraces the provision of opportunities to employees as well as valuing their contributions (Sherwood, 1988). Everyone is expected to accept and exercise the responsibility necessary to get their jobs done and to help others accomplish tasks. Therefore, employees are not confined or limited to their “appropriate lane,” and thus, they are more likely to be committed to the organization.

### **Information**

Timely access to relevant information allows employees to be effective and efficient self-managers as they would have to depend less on management to perform their duties, which also saves time. O’Toole and Lawler (2006) mentioned information technology (IT) as one way to disseminate information resourcefully, and explained that quick access to needed information to manage one’s own processes limits the need for supervision, giving employees more control over their tasks, which, in turn, increases the degree to which their jobs are motivating and satisfying, and their efforts are productive. Thus, timely access to information should influence productivity.

It is also reasonable to expect an interaction between information access and commitments: a more committed employee should be more motivated to use the information to which he/she has access, in order to be more productive. Another defining characteristic of the HP-HC system is delegation, which entails giving responsibility for decisions and actions to the individuals who have the most relevant and timely information (Sherwood, 1988). One would expect that the committed employees would take this responsibility seriously, and use the information at his/her disposal to maximize desirable outcomes, including productivity.

### **Knowledge/Skills**

A better educated and better trained workforce can be expected to produce more efficiently (Prais, 1995). A pertinent example was a manufacturer of Fender guitars that was struggling to achieve acceptable quality at a reasonable cost (Moore, *et al.*, 2003). The authors explained that a training program focusing on state-of-the-art manufacturing processes was implemented in an effort to improve productivity (including quality). The result was two racks a week of rejected guitars, compared with twelve racks every two days before training. Thus, unacceptable output that needed to be reworked or scrapped was dramatically reduced. Aw, *et al.*, (2007) also found that exporters who invested in research and development and worker training had significantly higher future productivity than firms that only exported. Their findings supported a development

process whereby firms positively impacted their productivity path by making investments that increased their knowledge base, and in turn, higher productivity increased the return to these investments which resulted in additional investments that further expanded the knowledge base. Therefore, human resource practices that embrace the pursuit of developmental activities can play a vital role in achieving organizational outcomes such as increased productivity.

However, an employee may possess the necessary knowledge and skills to be more productive and to help drive organizational productivity, but lack the commitment to use his/her skills to make a difference. Noe (1986) asserted that if training is to be connected to the individual's and organization's performance, employees must be motivated. Commitment is motivational phenomenon (Johnson, *et al.*, 2010). The authors explained that different motivations underlie each form of commitment. They also proposed that self-identity, a motivation-based variable, helped clarify differences among different types of commitment. Identification embraces a need for affiliation, and this need may motivate employees to commit more to the organization and align their behaviors (i.e., use their knowledge and skills) to benefit the organization.

Delegation, one of the aforementioned HP-HC system characteristics, also embraces the idea that individuals with the most appropriate knowledge and skills should be granted responsibility for decisions and actions (Sherwood, 1988). Proper application of delegation should also develop employees' knowledge and skills, as well as their self-confidence and commitment (Vinton, 1987). Vinton (1987) explained that commitment may be developed and maintained through delegation by conveying a feeling of personal importance by being considered productive and valuable to the organization, and by creating an experience in cohesive group with positive feelings toward the organization. Both help employees to identify with the organization, and to have more of a desire to reciprocate by using their knowledge and skills to help the organization achieve its performance goals. Therefore, the attainment of relevant knowledge and skills may interact with employee commitment to influence organizational productivity.

### **Rewards**

Research has consistently linked rewards to productivity. For instance, Blinder (1990) described how incentives like profit sharing and employee stock ownership plans may enhance motivation and increase productivity. However, for a strong reward system, the incentives themselves must be desirable to organizational members, and a clear connection is required between productivity and obtaining the incentive (Pritchard, 1990). Therefore, the reward for involvement must be sufficiently attractive to the employee to motivate him/her to reciprocate with behaviors conducive to productivity gains. Also, the necessary criteria for earning these incentives must be explicit and unambiguous, and understood by all.

Although there is inconsistency as regards which HR practices should be classified as “high-commitment,” employee involvement schemes and performance contingent reward packages are prominently featured (Gould-Williams, 2007). Bonus and financial incentive programs have become very popular tools to motivate employees (Schiemann, 1987). The author explained that rewards can increase employee commitment and reduce turnover, thus increasing overall productivity and improving the bottom line. Pritchard, *et al.*, (1988) asserted that the mechanism by which productivity increases is primarily motivational one as increased motivation means that personnel would exert more effort and be more persistent in their efforts. Efficiency would increase because efforts would be more directly related to organizational objectives and there would be more effective cooperation to meet objectives.

A culture that promotes employee involvement recognizes and embraces the development of employees, the facilitation of their informed decision-making, the sharing of power between management and the workforce, and the latter’s receipt of incentives for input. Therefore, human resource practices that encourage employee involvement can be viewed as evidence of good treatment and an indication that the organization does indeed value its employees and their contributions. Thus, according to the premise of social exchange theory, employees should react in a favorable manner towards the organization. For instance, Gould-Williams (2007) mentioned that employees that feel valued would be more willing to exert extra effort and less likely to withdraw membership from the organization. These potential responses certainly have implications for both organizational commitment and organizational productivity. The exertion of extra effort by an employee can be a sign of his/her commitment to the organization and can have a positive impact on productivity in terms of output, efficiency, quality, and other indicators. Likewise, the decision to remain with an organization alludes to an employee’s commitment to that organization.

### **Effect of Employees’ Participation in Decision Making on Organisational Productivity**

Labour/employees productivity has received the maximum attention. Labour we know is the most basic or fundamental factor of production. Productivity on the other hand can be improved or enhanced through so many factors, of which participative decision making is considered crucial. It is on the light of this that Flippo and Munsiger (1983) reported that the need for involving subordinates in decision making process in the organization is mainly for productivity and morale. In essence, improvement in productivity arises when subordinates’ ideas are stimulated involving them in greater participation in decision-making. To maximize productivity, management must value and nurture its most important assets, namely, people (workers). Authoritative secretive and formal relationships have to be replaced by an environment whereby the importance of every employee is reflected (Knowles 1982). Esler (1989) also reports that



better communication between employees and management will be the key factor in separating successful companies from those that will fail in future years. He goes further to state that certain large multinational cooperation such as IBM, and General Motors have come to appreciate the value of keeping their personnel "involved, informed and interested in company matters... improving productivity will be the single most important factor in determining industry success. Wight (1983) advanced that undoubtedly, "the greatest productivity improvement will come from using our human resources better-from taking the obstacles away from people so that they can do their jobs more effectively. From involving them in the affairs of the organisation that concerns them. The real secret of productivity is people. Japanese success is partially dependent upon their ability to accept ambiguity, uncertainty and imperfection in organisational life. They are more willing to invest in people to develop their value orientation and help them gain diverse business experience. This attitude shows that Japan as a country in their business dealings are participative in nature. They adopt collective decision making and also collective responsibility (Beben 1981).

Peter and Waterman (1982) reported that "nothing is more enticing than the feeling of being needed which is the magic that produces high expectations". Lundgren (1984) also says that "the intent of participation as with many leaders approach is to inspire high productivity and maintain a satisfied workforce". To him, participation seeks to achieve these goals through the involvement of subordinates in the decision making process. This concept is contingent on the presumption that participation will increase satisfaction, stimulate interest and thus provoke high productivity. Hayes (1981) has this to say; "We increase productivity by producing more output with a given number of inputs resources". This implicitly means that the input resources is the human resources which is rated highest in all other resources and every other factors is determined by it in every organization. According to Drucker (1964) "to be productive and efficient, the enterprise needs the abilities, initiative and co-operation of every member more than any previous system of production, its human resources are its greatest asset, and the one least used". It all shows that when an employee is allowed to participate in the organisational decision making, he personally derives joy in seeing what he suggested being implemented. This increases this morale and of course productivity of his organisation. Odiorne (1979) noted that in the early days of the movement towards more participative management, social scientists were often heard proclaiming the democratic values of permitting workers to take part in shaping the decisions affecting them. But this particular line has practically been abandoned by the new "behavioural scientists" who have steered their studies in the direction of proving that participative management increases productivity. It is pertinent therefore to note that participative management probably does no harm, coupled with the fact that it offers social

values in which business should be interested, it can be assumed that it is wise for the manager to try it first, in preference to mere dictatorial methods.

### **Theoretical Framework**

#### **Human Relation and Democratic Participatory Theory**

This study is anchored on Human Relation and Democratic Participatory Theory. The Human Relations Theory stems from the understanding that the cooperation of workers is desirable for the attainment of the objectives of high productivity and industrial peace. It contends that workers would-be better motivated if they are treated like human beings rather than as irrational objects. For instance, by making them have a feeling that the organisation accords them recognition by involving them in the decision-making process. In the light of the theory, the worker is to be perceived in terms of his membership of a social group rather as an individual. Consequently, his behaviour is seen as a response to group norms rather than simply being directed by financial consideration. Workers should then be expected to react to group norms so that when they are given the opportunity to take part in management decision making, they are likely to respond positively to organisational issues (Nachiket, 2014).

The Democratic Participatory Theory emphasises on conditions which are necessary for effective participation and functions performed by participation to the individuals and society. For instance, Rosseau (1956) contended that through participation in decision making, the individual sense of freedom is increased since it gives the worker a very real degree of control over the course of his life and structure of his environment. Again, it serves to increase the value of individual freedom by enabling him to be his own master. Mills (1965) sees the industry as an area where the individual could gain experience in the management of the collective just as he could in government. The theory views the political arena as a kind of market place in which individuals constantly attempt to maximise the benefits and minimise losses they could gather from the political process. It assumes that man is selfish in the sense that each participant would be motivated by the desire to protect or enhance his own personal interest. The theory assumes that increased participation is likely to increase the feeling of political efficiency that ordinary citizens possess. This helps to increase the potential so that their actions can have an effect on public policy and lead to a greater sense of control over their communal lives. In essence, greater participation in one sense of life leads to greater participation in other spheres, *i.e.*, the workplace (Pateman, 1970).

### **Empirical Framework**

Simone *et al.*, (2013) investigated the relationship between employee involvement (EI) and organizational productivity (OP). The possible moderating effect of organizational commitment (OC) was also considered. The four employee involvement elements (power, information, knowledge/skills, and rewards) were examined, and propositions were provided concerning the influence of these elements on organizational productivity, and the interaction between these elements and organizational commitment that affects organizational productivity. A conceptual model, implications, and suggestions for future inquiry were presented.

Nachiket, (2014), investigated the existing level of worker participation in management decision making within the Indian work environment. The study involved a survey in which a total of 217 non-management employees drawn from two work organisations in Uttar Pradesh (Flour Mills and Sugar Mills) were used as subjects. Interview schedule and in-depth interview were the main research techniques adopted for data collection, while percentage distribution and chi-square statistical techniques were used to analyse the data collected for the study. Results show that employees in both organisations demonstrate a high interest in participation in the decision making process within their respective workplaces. However, the actual level of involvement in management decision making demonstrated by the employees was found to be relatively low. There is significant relationship between education and employees' involvement in decision making at Flour Mills. In Sugar Mills, there is a significant relationship between age and employees' involvement in decision making, as well as between frequency of employees' consultation and organisational commitment. The study reveals a growing desire of non-management employees in the Indian work environment to exercise greater involvement in the decision making process of their enterprises.

Owolabi and Abdul-Hameed, (2011), examines the relationship between employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria. Data were generated by means of questionnaires to 670 manufacturing firms on employee involvement in decision making and performance variables. Responses from the survey were statistically analysed using descriptive statistics, product moment correlation, regression analysis and Z-test (approximated with the independent samples t-test). The results of the study indicate a statistically significant relationship between employee involvement in decision making and firms' performance as well as reveal a significant difference between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee involvement in decision making are shallow. The findings also reveal the involvement of participating firms in employee involvement in decision making. The implications of the study include the need for manufacturing firms to demonstrate high level of commitment to employee involvement in decision making for performance enhancement.

## **METHODOLOGY**

The study were conducted in National Root Crops Research Institutes Umudike in Abia State Nigeria. The study adopted survey research design. Survey research design make use of questionnaire and oral interview as it tools, which were adopted by the researcher in eliciting information from the respondents in the institution. Primary and secondary data were used, primary data was elicited through well-structured questionnaires of closed ended type designed in 5 point Likert scale (SA= Strongly Agreed, A= Agreed, N= Neutral, D= Disagreed and SD= Strongly Disagreed). The close ended questionnaire was administrated to the staff and management personnel of National Root Crops Research Institutes Umudike, while oral interview with pre-determined questions were also used in eliciting information from the respondents. Secondary data were elicited through; textbooks, journals, magazines, internet materials and other relevant documents. Population of the study consist of all the employees of the institution in UmudikeAbia State, which was one thousand three hundred and eighty five (1385) employees according to the personnel department of the institution as at June 2017 that the data was obtained. Based on the population, a normal confidence level of 95% and error tolerance of 5% was used to deduce the actual sample size of the study through Taro Yamane's formula. Three hundred and eleven (311) respondent were computed as the sample size of the study and equal number of questionnaire were randomly distributed to the employees in their various department in the institution. Content validity was used to validate the research instrument, while Cronbach Alpha was used to test the reliability of the research instrument and the result obtained was 0.892, signifying that the research instrument were reliable. Employees' participation in decision making was captured using measurement and construct used by Khattak (2013),Sarafidou and Chatziioannidis (2013).Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20. Two hundred and seventy five (275) questionnaire was well field and returned which form the basis for the data analysis.

**RESULTS, FINDINGS, CONCLUSION AND RECOMMENDATIONS**

**Table 1 Showing the Logistic Regression Result on the Impact of Employees Participation in Decision Making on Work Commitment in NRCRI Umudike**

<b>Variables of Employees Participation in Decision Making</b>	<b>Coefficient</b>	<b>Std. Error</b>	<b>Wald</b>	<b>Sig</b>	<b>[95% Con. Interval]</b>
Empowerment	-3.030	0.553	30.061	0.000***	0.143
Team Orientation	0.905	0.196	21.347	0.000***	3.631
Capacity Development	0.865	0.473	3.347	0.067*	5.995
Ideas Suggestion and Change	2.716	0.515	27.826	0.000***	41.485
Decision-making and problem Solving	-1.985	0.447	19.692	0.000***	0.330
Actual Participation	0.695	0.441	2.486	0.115	4.759
Constant	-1.518	0.564	7.245	0.007***	

Source: Field Survey, 2017.

Dependent variable: Employees Work Commitment: \*\*\*sig≤0.01, \*\*sig≤0.05, \*sig≤0.10.

The Logistic Regression result in Table 1 above shows the impact of employees’ participation in decision making on work commitment in NRCRI Umudike. The result revealed that; team orientation (sig≤0.01; w = 21.347), capacity development (sig≤0.05; w = 3.347), ideas suggestion and change (sig≤0.01; w = 27.826) are variables of employees participation in decision making that are positive and significantly related with the work commitment of the employees in the institution. Signifying that there is a positive relationship between employees’ participation in decision making and work commitment of the employees in the institution.

**Table 2 showing Pearson Product Moment Correlation analysis result on the effect of employees’ participation in decision making on the productivity of NRCRI Umudike**

<b>Variable</b>	<b>Correlation Coefficient</b>	<b>t- value</b>
Employees’ Participation	0.228	0.231**
<b>N</b>	<b>275</b>	
<b>P – Value</b>	<b>0.000</b>	

Source: Field Survey 2017

\*\* Significant at the 0.01 level (2-tailed)

The correlation analysis result in Table 2 indicated that at  $P > 0.01$  level of significance, employees’ participation in decision making have a low positive effect on the productivity of NRCRI Umudike with correlation coefficient of ( $r = 0.228$ ). Signifying that employees participation in decision making positively correlate with the productivity of NRCRI Umudike but because employees involvement in decision making in the institution is very minimal, it has a low effect on the productivity off the institution.

### **Discussion of Findings**

**The result in Table 1**,revealed that; team orientation, capacity development, ideas suggestion and change are variables of employees’ participation in decision making that are positive and significantly related with the work commitment of the employees in the institution. Signifying that there is a positive relationship between employees’ participation in decision making and work commitment of the employees in the institution.

The result is in agreement with the findings of Simone *et al.*, (2013), they propose a relationship between employee involvement in decision making and organizational commitment. In like manner, Cohen *et al.*,(1997), opine a posit relationship between a high degree of employees’ involvement in decision making and organizational commitment. Also, Noah, (2008) posit a significant relationship between frequency of employee’s consultation and organisation commitment.

**The result in Table 2**,revealed that at  $P > 0.01$  level of significance, employees participation in decision making has a low positive effect on the productivity of NRCRI Umudike with correlation coefficient of ( $r = 0.228$ ). Signifying that employees’ participation in decision making positively correlate with the productivity of NRCRI Umudike. But because of low employees’

involvement in decision making in the institution, employees' participation in decision making have a low effect on the productivity of the institution.

The result is in consonant with the study of Owolabi and Abdul-Hameed, (2011), they posited a statistically significant relationship between employee involvement in decision making and firms' performance as well as reveal a significant difference between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee involvement in decision making are shallow. The result also agrees with the position of Noah, (2009), who opine that the involvement of workers in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high productivity.

## **CONCLUSION**

Based on the discussion of findings, the study concluded that employees' participation in decision making have a positive effect on organisational performance. Therefore, 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, which will breeds harmonious working environment devoid of acrimony and animosity. Participatory approach in administration/decision making in the institution will also inspire organizational citizenship behaviour and boost the productivity of the institution towards the realization of their core mandate of contributing immensely to the economic development of the country through their research effort and production.

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