

AFRICAN JOURNAL OF STABILITY AND DEVELOPMENT

VOL. 9

JAN. 2015

NO 1

**HUMAN RESOURCES MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE IN NIGERIA
AIYA, FIDELIS OMOREGIE, ALFRED NOSA, OGBEIDE, GREGORY IMAFIDON**

**THE EFFECT OF TRAINING AND MANPOWER DEVELOPMENT ON WORKERS JOB SATISFACTION IN ELIZADE MOTORS NIGERIA LIMITED.
ACHUGO EUSEBIUS, GBOYEGA. E. BABALOLA, DAN-ONI ADEDAMOLA ANTONIA**

**EFFECTIVE COMMUNICATION AND PARTICIPATIVE DECISION-MAKING IN SELECTED ORGANIZATIONS IN IBADAN METROPOLIS
OLUGBENGA ELEGBE, FOLAKEMI FLORENCE IBIKUNLE**

**CORRUPTION AND SUSTAINABLE HUMAN DEVELOPMENT IN NIGERIA
DR. MUSA IDRIS**

**STEMMING THE MENACE OF CORRUPTION IN THE NIGERIAN LOCAL GOVERNMENT: A PRAGMATIC APPROACH
DR. AIYA FIDELIS, DR. S. M. OMODIA, ALIMU, KAJOGBOLA OLALERE**

**THE IMPACT OF SMALL AND MEDIUM SCALE ENTERPRISES FINANCING ON NIGERIAN GROSS DOMESTIC PRODUCT
IJAIYA MUFTAU ADENIYI, SANMI, MUBARAQ JONATHAN HENRY MEFOLE, EUNICE TINUMO**

**GRASSROOTS POLITICAL COMMUNICATION: HOW "STOMACH INFRASTRUCTURE" REDEFINES POLITICAL COMMUNICATION IN NIGERIAN
ABORISADE PHILIP OLUBUNMI.**

**PRESS FREEDOM AND DEMOCRATIC GOVERNANCE IN NIGERIA: PROBLEMS AND PROSPECTS
GOODLUCK LAYEFA, WILLIAM ADESOJI JOHNSON**

**CHALLENGES IN INTEGRATING INFORMATION COMMUNICATION TECHNOLOGIES (ICTS) IN HIGHER EDUCATION DEVELOPMENT
PROF ADEDAYO .O. OLALAYE, ILEGBUSI MICHAEL ILOFUAN, MISS. AYOBAMIDELE, ADEBOWALE**

ISSN 214 - 1156-5

EFFECTIVE COMMUNICATION AND PARTICIPATIVE DECISION-MAKING IN SELECTED ORGANIZATIONS IN IBADAN METROPOLIS

OLUGBENGA ELEGBE, Ph.D

University of Ibadan, Ibadan.

Email: elegbeolugbenga@gmail.com

Postal Address: Department of Communication and Language Arts, University of
Ibadan.

Mobile: +234-8033708973

And

FOLAKEMI FLORENCE IBIKUNLE, M.A

Email: folakemionabanjo@gmail.com

Mobile: +234-8132614800

ABSTRACT

This study examined the role effective communication and participative decision-making play in organization management, the extent to which employees at the lower cadre of Nigerian organizations are allowed to take part in organizational decision-making and the perception of senior or executive managers of participative decision-making.

Data were generated by means of questionnaire and in-depth interview. A total of 207 junior and senior employees of participating organizations filled copies of the questionnaire and five executive managers were interviewed. The data generated from the questionnaire were analyzed using simple percentage statistical method. Responses from the interview were carefully coded and issues of interest were extracted to support the findings of the study.

The results of the study revealed that participative decision-making system increases employees' commitment to organizational goals, gives them job satisfaction and motivation, increases organizations' productivity but employees at the lower cadre of Nigerian organizations are not allowed to take part in decisions that affect the strategic goals of the organization even though senior managers have a positive perception of participative decision-making and they see it as important for managing present-day organizations. Further findings revealed that the major channels of communication used to promote participative decision-making and employee-management interrelationship are departmental meetings, suggestion boxes, committee meetings, internal memoranda, official letters and group or team discussions. The implication of this study is that Nigerian organizations need to put in place an environment that allows employees to participate in organization-wide decision-making process.

Introduction

Decision-making is a communication concept that is found in all human organizations, and it is considered an important management function. It is the process of identifying a set of possible alternatives and determining a course of action from the identified alternatives. In every organization, there is always the need to determine the plans that need to be made and how the activities involved in actualizing such plans will be organized and controlled to achieve the desired results. The quality of decisions made in organizations is determined by how those involved in the decision-making process are able to communicate with one another in ways that facilitate sharing of information, pooling of knowledge and critical evaluation of available options. In recent years, many studies have been conducted on employees' participation in decision-making. Employees' participation in decision-making refers to the involvement of employees in the decision-making process of their organizations. This development became necessary because of the need to move towards a more democratic work environment in which workers' voice can also be heard on organizational issues that affect them, and also to achieve better results than when the decision-making function was considered managers' prerogatives. These studies have emphasized the benefits that are derived from this participative endeavour. It has been discovered that both organizations and employees benefit from participative decision-making in the sense that it makes it easier for organizations to achieve their goals and it gives workers a sense of belonging in the organizations, thereby contributing to employees' motivation. According to Owolabi and Makinde (2012: 38), participative decision-making "will encourage favourable attitude to change, stimulate cooperative, integrated and enthusiastic approach to tackling problems and opportunities, forward thinking and the integration of the behaviour of individuals in the organization into a total effort." This means that participative decision-making is a cooperative effort of organizations and their employees towards achieving corporate goals.

The development of participative decision-making, which is the nub of participative management, can be traced to the 1970s when the success of Japanese companies brought American attention to their use of group work, team-consciousness, quality circles and the importance of consultation with employees, in decision-making process (Branch, 2002). Before then in American companies, "managers were the thinkers and deciders, and workers were the doers" (Daft, 2004:118). With the Japanese challenge, United States companies started implementing participative management strategies such as quality circles, collaborative problem-solving groups and committees or teams in an effort to meet the economic challenge. "This led to more rapid diagnosis and resolution of production problems affecting quality and productivity. As it became evident that imitating the Japanese organizational design and managerial strategies did not yield similar results as in the Japanese firms, American firms and researchers gradually realized that participative management needed to be designed as a complete organizational model rather than as piecemeal modifications to existing traditional practices" (Branch, 2002:4). This led most American companies to develop participative organizational culture that gave room to employees'

participation in organizations' decision-making processes which was not the case in traditional management practice.

The traditional style of managing organizations is the bureaucratic, hierarchical model of management in which employees on the lower level of the organizational chart report through a supervisor to senior executives who direct, coordinate and control organizational affairs. But with the complexity of today's work environment, managers are empowering their subordinates to participate in organizational decision-making through work practices that include the use of problem solving groups, team-oriented work groups and joint employee-management programmes. Organizations adopting such practices have increased over the past decades (Knight-Turvey and Johnson, 2006). This type of management style focuses on the human relations angle to management.

Statement of the Problem

The traditional approach to management is based on the premise that individuals in top level management take critical decisions that are crucial to achieving organizational goals and objectives, and the communication of such decisions is usually top-down. Studies have shown that companies face certain challenges, like resistance to change, lack of cooperation from workers as a result of decisions which are solely taken by those in management positions in the organizations. These challenges occur because managers often ignore the contributions of those at the lower levels of organizations. Hence, the importance of involving employees in decision-making process is ignored (Kuye and Sulaimon, 2011). With the renewed interest in the human relations school of thought (which sees the individual as an important part of the organization) and the increase in demanding and highly competitive business environment, organizations are adopting a variety of innovative work practices which are aimed at involving employees at all levels of organizations in analyzing organizational problems, developing strategies for solving such problems, and implementing agreed solutions. The involvement strategies take the form of problem-solving groups, workplace forum, quality circles, employee-managed teams, consultative efforts, joint employee-management programmes, gain sharing, and so on (Welbourne and Mejia, 1995; Fapohunda, 2010; Kuye and Sulaimon, 2011).

Given this move of organizations from the bureaucratic, hierarchical model of management to the more democratic and participative model, researchers have given attention to the study of participative decision-making which is the nub of participative management. The term participative decision-making has been given different names by researchers. Among these names are industrial or organizational democracy, employee involvement, co-determination, among others. Researchers have focused on the importance of participative decision-making with emphasis on how participation enhances organizations' productivity and performance (Somech and Oplatka, 2009), employees' job satisfaction (Kim, 2002; Kenari, Alavijeh, Hamidi, Sajjadi, 2012), and commitment to organizational goals (Khan, Jam, Akbar, Khan, Hijazi, 2011), among other variables. Studies conducted in Nigeria on participative decision-making have also focused on the

organizational and employee outcomes of participative decision-making (Elele and Fields, 2010; Fapohunda, 2010; Kuye and Sulaimon, 2011; Amah, 2012; Danlami, Sulu and Salami, 2012). Also, studies show that participative decision-making can take different forms, from the informal suggestion system (which often involves the use of suggestion boxes) to direct involvement of employees in decision-making process (at the administrative or strategic level) (Kuye and Sulaimon, 2011). However, there is a dearth of literature on the particular channels of communication used to promote participative decision-making in organizations. Hence, this study seeks to assess the communication channels that are put in place in Nigerian organizations to facilitate employees' participation in organization decision-making and the degree to which employees at the lower cadre in organizations are involved in organizational decision-making process. Also, this study will evaluate the perception of executive managers of participative decision-making in organization management.

Research Questions

1. What communication channels are put in place for employee-management interrelationship?
2. To what extent are the available communication channels used to promote participative decision-making?
3. What are the levels of employee involvement in organization decision-making process?
4. How does participative decision-making process affect organization management?
5. What is the perception of senior managers of participative decision-making in organization management?

Literature Review

Communication is an important activity in human society, as we cannot do without communicating. It is "an ubiquitous activity which enables us to relate with others anywhere" (Aina, 2003: 1). We spend a major part of our waking hours participating in one form of communication or the other. According to Mortensen (2008: xxiii), "listening and responding to the messages of others occupies much of this time; the rest is taken up by talking, reading, and writing." In the workplace, as a job seeker, an employee, a co-worker, a supervisor or a manager, one makes various choices on how to relate with others within the organization, especially as regards communication, using the four communication skills that make up the basic forms through which we communicate listening, speaking, reading and writing. A day cannot pass in the workplace without one engaging in one form of communication or another. This shows how important communication is in human organizations. Soola and Ayoade (2000:14) project the importance of communication within the organization thus: "within organizations; we communicate to seek and sustain others' cooperation as well as to coordinate their activities.... Organized groups in the workplace require communication to get along with others in the pursuit of self and organizational goals." For any organization to achieve its goals and objectives, all organizational members need to relate and communicate with one another, and

work as a team to realize the set objectives.

Furthermore, communication in the organizational context can be described as a two-way process used for exchanging ideas, feelings and opinions among those who manage and those who are managed. Lewis (1980: 1) says "communication is the very essence of any organization. It is the focal point of executive action. This organizational activity (communication) is central to the control and survival of organizations and is a requisite to effective management." Communication is not just a tool effective for building relationships among co-workers as well as those managing the affairs of organizations, but it is also an important aspect of organization management. It is a key to effectively managing the affairs of any organization. Any study on organization management is incomplete without a thorough examination of the place of communication in management. Although organizations differ in many ways in terms of their goals and objectives, products and services, organizational culture and structure, and so on, common to all organizations is the centrality of communication. It is used to make organizational members understand the goals and objectives of the organization; it is used in selling the goods and services which each organization is known for; it is also important in building organizational culture and structure. Communication is an activity that is common to all organizations, irrespective of the size, location or any other demographic factor.

Organizational communication can also be said to be a process of exchanging meaning among members of an organization. It is "a programme that focuses on general communication processes and dynamics within organizations. It includes instruction in the development and maintenance of interpersonal group relations within organizations; decision-making and conflict management; the use of symbols to create and maintain organizational images, missions, and values; power and politics within organizations; human interaction with computer technology; and how communications socializes and supports employees and team members." (<http://orgcomm.web.mtsu.edu/>). This definition captures the various uses to which communication is put in organizations. Other authors have also given some definitions of organizational communication. According to Tourish and Hargie (2004: 14), organizational communication "looks at how people ascribe meanings to messages, verbal and nonverbal communication, communication skills, the effectiveness of communication in organizations, and how meanings are distorted or changed while people exchange messages, in both formal and informal networks." Thus, communication is used for creating and making meaning within organizations. Earlier study from Goldhaber (1986) identifies three characteristics of organizational communication. The first characteristic is that organizational communication occurs within a complex open system which is influenced by internal and external environments. Second, organizational communication involves messages and their flow, purpose, direction, and media. Third, organizational communication involves people and their attitudes, feelings, relationships, and skills. These characteristics form the basis of research works on organizational communication. For instance, the current study is focused on the flow and direction of messages within organizations to facilitate participative decision-making process. The study will also measure the attitudes of both

employees and management to participative decision-making.

For communication to enhance the achievement of organizational goals and objective, the means and processes involved must be effective towards achieving the aims. Effective communication, in organization management, entails the free flow of information among individuals within a particular organization to achieve their common objectives. Thus, effective communication can be seen as the foundation of any organization. This is especially true in the workplace because lots of money is gained and wasted every day due to effective and ineffective communication. How communication is handled within an organization can determine the success or failure of the organization. Some of the benefits of effectively handled communication in organizations are improved productivity, reduced absenteeism, higher quality of products and services, increased motivation, fewer strikes, and reduced costs (Tourish and Hargie, 2004). Cole (2002: 403) opines that keeping employees informed about general matters relating to their roles in the organization "contributes to increased understanding of management's actions, reduces misunderstandings arising from day-to-day activities, and improves trust between employers and employees." An atmosphere free of misunderstanding and conflict is important to achieving the goals of an organization.

From the foregoing, we can see that organizational communication is a dynamic yet important process and it involves complex communication techniques, networks and channels. It does not involve only upward and downward communication, but managers and those whom they manage communicate with each other in various ways and at different levels. "It may be the formal or informal, verbal or non-verbal, written or oral: and its levels include interpersonal, or face to face level communication between individuals; group-level communication among teams, groups and units; and organizational-level communication which involves communicating the vision and mission of organizations, policies, new initiatives, and organizational knowledge and performance" (Ali and Haider, 2012:39). Furthermore, to maintain the relationship between management and employees, different communication channels put in place in organizations. These channels of communication include face-to-face conversations, internal memorandums, formal letters, video conferences, newsletters, e-mails, meetings, and so on. The channels of communication used in any organization go a long way to show the openness or otherwise of the communication process within the organization. When the lines of communication are open enough, employees and management are able to build effective work relationships, and this usually has a positive effect on the organization at large.

Neves and Eisenberger (2012) in their study on management communication and employee performance, discovered that "open communication between management and employees is an effective way to increase employees' performance both their standard job and extra-role activities mainly because it signals that the organization cares about the well-being and values the contributions of its employees" (p. 460). This does not only has a positive influence on the employees, it also influences organization management positively; aids the achievement of organizational goals and objectives, thereby increasing productivity and other organizational outcomes. Hence, decision-making as a

communication concept is an important management function. Although with the move towards a participative work environment, it is not seen as solely a management function. Employees' involvement in the process is being regarded as having great positive impact on organizations. Decision-making process is useful in determining the course of actions that will aid the realization of organizational objectives.

However, participative decision-making is the nub of participative management. It is about allowing employees to play a greater role in the decision-making process of the organizations in which they work. "It is an arrangement that ensures that employees are given the opportunity to influence management decisions and contribute to the improvement of organizational performance" (Danlami et al, 2012). Elele and Fields (2010), in their view, describe participative decision-making as a management practice rooted in the theory Y perspective of management in which managers value the contributions of employees in making decisions that affect their work. Thus, participative decision-making is a management practice that signals to employees that they are valued by their employers. They state further that "participative decision-making provides employees direct and indirect voice in decisions and a chance to influence others in different levels of the organization" (Elele and Fields, 2010: 370). In organizations where participative decision-making is practised, employees are not only seen but their voices are heard on issues that affect them and the organizations at large.

Amah (2012) in a study on corporate culture and organizational effectiveness submit that employee involvement (also known as participative decision-making) is an organizational factor which is engrained in organizations' corporate culture. This supports Branch (2002) who submits that for participative management to work, it has to be incorporated into the culture of an organization. Amah's (2012) study shows that employee involvement has positive impact on organizations profitability, productivity and market share. In a study on the effect of participative decision-making on organizations' productivity in Julius Berger Nigeria Plc, Bonny Island, Agwu and Olele (2014) find out that participative decision-making increases employees' commitment to the organizations in which they work and this translates to increased productivity for the organizations. Also, they discover that "employees' participation in decision-making in the organization studied provided them with greater intrinsic rewards than other traditional means of governance" (Agwu and Olele, 2014: 634). These intrinsic rewards come in form of job satisfaction, motivation and a sense of belonging to the organization.

Danlami et al (2012), in a study on the effects of strategic performance appraisal, career planning and employee participation on the commitment of employees to organizational goals, discover that employees' participation in decision-making, among other variables, is a major antecedent of organizational commitment. Thus, it has a significant positive effect on employees' commitment to the goals of the organizations in which they work. Kenari et al (2012) in their study aimed at determining the relationship between participative management and job attitude of employees at National Olympics and Paralympics Academy (NOPA) in Iran, find a significant relationship between participative management and job satisfaction of employees. This also had a positive influence of their commitment to

organizational goals. Kim (2002) in another study on participative management and job satisfaction in local government agencies find out that managers' use of participative management style is significantly associated with employees' job satisfaction. He further states that this positive relationship reduces absenteeism and turnover among employees. Finally, the study of Kuye and Sulaimon (2011) on employee involvement in decision-making and firms' performance in Nigeria's manufacturing sector indicates a significant positive relationship between employee involvement in decision making and firms' performance. The results of their study show that firms with high rate of employee involvement in decision-making process outperform firms with low rate of employee involvement in decision-making process.

Theoretical Framework

Theory Z

Theory Z was proposed by William Ouchi in the 1980s during the Japanese's expansion in the world economy. Ouchi visited Japan and studied their success with team work and participative management. This led him to develop the Theory Z. It is a combination of Japanese management philosophies and American culture. The theory took Theory X (control) and Theory Y (cooperation) a step further to develop a participative model of management. While Theory X refers to the old-fashioned, autocratic approach to management which assumes that workers are lazy and that they dislike work, and Theory Y represents a more enlightened and empowering management style that assumes that workers feel that work is natural and so enjoy work, Theory Z (participation) assumes that an average employee wants to be involved in managing a company. The implication of this theory on this research focus is that collective or participative decision-making, which is one of the characteristics of Theory Z enhances broad communication among employees at all levels. This characteristic also helps the development of interpersonal skills which are important for group or team work. Thus, theory Z is a holistic management theory that involves workers at all levels of the organization.

Critical Communication Theory

Critical communication theory was developed by Stanley Deetz to explore the ways of balancing corporate and human interests. First, he showed that corporations are political as well as economic institutions. Then he employs advances in communication theory to point out how communication practices within a corporation can distort or enhance decision-making. Rather than using the information model of communication, he uses a communication model in which communication increases employees' level of participation in organizations as against the information model (of Shannon and Weaver) in which communication is merely the transmission of information. Finally, he outlines how workplaces can be more productive and democratic through communication reforms. He presents organizational practices under the two models of communication stated above: information model and communication model. The information model represents decision making processes that exclude the voices of people who are directly affected by the decision. He calls this managerial control. The communication model shows decision-making processes that are open to contributions from all stakeholders. This he refers to as code termination. A combination of these

decision making processes produces four different criteria showing how corporate decisions can be made. These are: *strategy, consent, involvement, and participation* (Griffin, 2003:288). The implication of Deetz's theory is that if organizations take a critical approach to decision making process, in which stakeholders are allowed to participate in the decisions that affect them, there would be greater likelihood for job satisfaction on the part of workers, and commitment and loyalty on the part of other stakeholders.

STUDY METHODOLOGY

The survey research method was used to carry out the study. This involved the use of questionnaire and structured interview. The current study seeks to describe how participative decision-making is being practised among employees and executive managers of three organizations: Seven Up Bottling Company, Macmillan Nigeria Publishers Limited, and Splash FM in Ibadan, Oyo State. 245 (two hundred and forty five) respondents from lower level and middle level employees were purposively selected as sample size for the survey questionnaire while 5 senior management staff of each of the organizations were also selected for the structured interview respectively. Find the table below with breakdown of the names of the organizations selected for the study.

Table 1: Name of Organizations Studied and Number of Staff Used for the Study

S/N	Name of Organization	No. of Junior & Middle level Employees	No. of Senior Managers
1.	Seven-Up Bottling Company	100	2
2.	Macmillan Nigeria Publishers Ltd.	120	2
3.	Splash FM	25	1
	TOTAL	245	5

Five organisations were purposively selected for the study but two of the organisations refuse to participate in the study due to organisational policy. Hence, three organisations who agreed to participate in the study were selected. Staffs were selected based on population and interest of each organisation to participate in the study. Also Managers were selected for interview based on those whom each organisation releases for the study. 245 questionnaires were distributed to the organisations, however 207 duly completed ones were used to analyse the data from the respondents using the simple percentage statistical method with tables presented where necessary. In addition, information from the structured interviews were tape recorded, transcribed and analysed through coding with issues of interest extracted to support the findings of the study.

DATA PRESENTATION OF VARIOUS ISSUES IN TABLES

Table 2: Communication channels available for employee-management interrelationship

		Available (%)	Not Available (%)	Total
1.	Departmental meetings	180 (87.0%)	27 (13.0%)	207(100%)
2.	Suggestion boxes	145 (70.0%)	62 (30.0%)	207(100%)
3	Committee meetings	144 (69.6%)	63 (30.4%)	207(100%)
4.	Internal memorandums	129 (62.3%)	78 (37.7%)	207(100%)
5.	Official letters	123 (60%)	84 (40%)	207(100%)
6.	Group or team discussions	112 (54.1%)	95 (45.9%)	207(100%)
7.	Management-employee briefing sessions	92 (44.4%)	115 (55.6%)	207(100%)
8.	In-house training sessions	84 (40.6%)	123 (59.4%)	207(100%)
9.	Newsletters	76 (36.7%)	131 (63.3%)	207(100%)
10.	One-on-one discussion with supervisor/manager	60 (29.0%)	147 (71.0%)	207(100%)
11.	Labour union meetings	56 (27.1%)	151 (72.9%)	207(100%)
12.	Workplace forums	55 (26.6%)	152 (73.4%)	207(100%)

The data from table above showed that 87.0% of the respondents agreed that they hold departmental meetings in their organizations while 13.0% disagreed; 70.0% agreed that suggestion boxes are available in their organizations while 30.0% disagreed; 69.6% agreed that there are committee meetings in their organization while 30.4% disagreed; 62.3% agreed that internal memorandum is an available channel of communication in their organizations while 37.7% disagreed; 60% agreed that official letters are used while 40.6% disagreed; 54.1% agreed that group or team discussions are available while 45.9% disagreed while findings showed that newsletter, in-house training, management-employee briefing sessions, one-on-one employee with supervisor/manager, labour union meetings and workplace forums were not available channels of communication between employees management interrelationships. These findings reveal that departmental meetings, suggestion boxes, committee meetings, internal memorandums, official letters and group or team discussions are available communication channels put in place for employee management interrelationship while newsletters, in-house training sessions, management-employee briefing sessions, one-on-one discussion with supervisor/managers, labour union meetings and workplace forums (forums where management and workers discuss on a number of things about the company) are rarely available for use by the organizations. However, further findings revealed that official letter (71%), committee meetings (73.9%), departmental meetings (68.4%) group discussion (85.4%) and management employee briefing sessions (77.8%) were the most frequently use channels of communication for employee-management inter-relationship.

Table 3: Levels of employee involvement in organization decision-making process

S/N	STATEMENT	DISAGREE	AGREE	NA (%)	TOTAL
1.	There is joint decision-making /consultation in my organization	151 (76.0%)	47 (22.7%)	9 (4.3%)	207(100%)
2.	There are work teams in my organization	150 (72.5%)	51 (24.4%)	6 (2.9%)	207(100%)
3.	There is periodic discussion with supervisors/managers	136 (65.7%)	65 (31.4%)	6 (2.9%)	207(100%)
4.	There are team briefing sessions in my organization	33 (15.9%)	168 (81.2%)	6 (2.9%)	207(100%)

Findings showed that 76.0% respondents disagreed that there is joint decision-making or consultation in their organizations while 22.7% agreed; 72.5% disagreed that there are work teams in their organizations while 24.7% agreed; 65.7% disagreed that they have periodic discussions with their supervisors or managers while 31.4% agreed. However 81.2% respondents agreed that there are team briefing sessions in their organizations while 15.9% disagreed. This analysis shows that respondents only agreed that there are team briefing sessions and delegation of duties in their organizations (considering the frequency of agreement above 50%) while they disagreed that there are joint decision-making/consultation, work teams and periodic discussion with supervisors/managers.

Table 4: Levels of employee involvement in organization decision-making process

S/N	STATEMENT	DISAGREE (%)	AGREE (%)	NA (%)	Total
1.	Management involves employees in the formulation of company policies	191 (92.2%)	15 (7.3%)	1 (0.5%)	207(100%)
2.	Management involves employees in decisions that relate to the long term goals of the organization	150 (72.4%)	51 (24.7%)	6 (2.9%)	207(100%)
3.	Management consults with employees before members of staff are promoted	169 (81.6%)	32 (15.5%)	6 (2.9%)	207(100%)
4.	Management involves employees in making decisions that relate to the day-to-day tasks of employees	64 (30.9%)	137 (76.2%)	6 (2.9%)	207(100%)
5.	Management informs and seeks the opinions of employees before major changes are effected within the organization	53 (13%)	154 (63.7%)	0 (0.0%)	207(100%)

92.2% respondents disagreed that management involves employees in the formulation of company policies while 7.3% agreed; 72.4% respondents disagreed that management involves them in decisions that relate to the long term goals of the organizations while 24.7% agreed; 81.6% respondents disagreed that management consults them before members of staff are promoted while 15.5% agreed; 66.2% respondents agreed that management involves them in making decisions that relate to their day-to-day tasks while 30.9% disagreed and 74.4% respondents agreed that management informs and seeks their opinions before major changes are made within their organizations while 13.0% disagreed; This analysis shows that respondents only agreed that management involves employees in making decisions that relate to their day-to-day tasks, informs and seeks the opinions of employees before major changes are effected within the organization and implements the ideas and innovations suggested by employees.

Table 5: Effect of participative decision-making process in organization management

S/N	STATEMENT	Disagree (%)	Agree (%)	NA (%)	Total
1.	Participative decision-making will enhance communication between management and employees	30 (14.5%)	173 (83.5%)	4 (1.9%)	207 (100%)
2.	Participative decision-making will give employees job satisfaction	9 (4.3%)	198 (95.7%)	0 (0.0%)	207 (100%)
3.	Participative decision-making will improve employees' commitment to organizational goals	30 (14.5%)	176 (85%)	1 (0.5%)	207 (100%)
4.	Participative decision-making gives employees a sense of belonging in the organization	45 (21.7%)	156 (75.3%)	6 (2.9%)	207 (100%)
5.	Participative decision-making increases employees' motivation	53 (25.6%)	154 (74.3%)	0 (0.0%)	207 (100%)
6.	Participative decision-making slows down decision-making	153 (73.9%)	42 (20.3%)	12 (5.8%)	207 (100%)

83.5% respondents agreed that participative decision-making enhances communication between management and employees while 14.5% disagreed; 95.7% respondents agreed that participative decision-making gives employees job satisfaction while 9 (4.3%) disagreed; 85% respondents agreed that participative decision-making improves employees' commitment to organizational goals while 14.4% disagreed; 75.3% respondents agreed that participative decision-making gives employees a sense of belonging in the organizations while 21.7% disagreed;

74.3% respondents agreed that participative decision-making increases employees' motivation while 25.6% disagreed and 73.9% respondents disagreed that participative decision-making will slows down decision-making while 20.3% agreed. Findings showed that respondents agreed that participative decision-making increases employees' job satisfaction, commitment to organizational goals, enhances communication between management and employees, improves employees' commitment to organizational goals, gives employees a sense of belonging and increases employees' motivation. While they disagreed that participative decision-making slows down decision-making. This indicates that participative decision-making helps organizations to make decisions faster which have a positive effect on organization management.

Further findings from the interview conducted among the managers in the selected organizations in Ibadan metropolis showed that the senior managers believe that the decision-making role lies in the management of organizations, however with the input of employees (who they agree are the ones who carry out the decisions made by managers). One of the managers interviewed, the Director of Programmes at Splash FM, values the fact that employees should be involved in decision-making process. However, according to her, the final decision lies with the management. This view was also corroborated by the Human Resources Manager of 7Up Bottling Company that:

"strategic decisions have to be taken by top management, but the decisions must have flowed from the bottom because the people at the bottom are the real executors of the decisions."

This shows that Nigerian managers see making strategic decisions as the duty of top management however with the input of their employees. However, they suggested that managers should seek opinions of their subordinates before they decide on the best course of action to be taken based on the subordinates' suggestions. By doing this, the manager still retains his or her authority. The Publishing Manager of Macmillan Nigeria Publishers Limited spoke on the issue of control and the practice of participative decision-making that:

The Manager must be able to have control even when you allow employees to participate in decision-making. If you don't exercise control, employees may take the liberty to mean freedom to do whatever they wish. There are times when employees will not be satisfied with the organization's decisions, in such a situation you still have to stand on the decision anyway. This is when you exercise control."

Discussion of Findings

Findings from the study revealed that departmental meetings, suggestion boxes, committee meetings, internal memorandums, official letters and group or team discussions are available communication channels put in place for employee management interrelationship The findings of this study agree with the findings of Abugre (2011) in a study on the impact of organizational communication on workers satisfaction in Ghanaian organizations in which findings revealed that face-to-face

communication is one of the most used and preferred communication channel for workers in Ghanaian companies, followed by official letters, memos and formal organizational meetings. The preference for face-to-face communication, above other forms of communication, may be because this form of communication allows for immediate feedback and transmission of emotions. In view of these findings, group or team discussion, management-employee briefing sessions, committee meetings, official letters and departmental meetings which are the available and preferred communication channels should be used to promote participative decision-making within the organization. This finding gives further credence to the proposition of Critical Communication Theory that the communication model (which encompasses both downward and upward communication) as against the information model (which is mostly downward communication) encourages contributions from all stakeholders, in which a message is not only sent but appropriate feedback is received. The communication channels identified above as instrumental to promoting participative decision-making are those which give room for contributions from all stakeholders; issues are identified, discussed and conclusions are reached. This gives room for more participation in decision-making in an organization. In view of the findings in tables 3 and 4 it could be inferred that employees at the lower cadre of Nigerian organization are not allowed to take part in strategic decision-making. The meaning of this is that organizations only give employees freedom to make decisions that relate to day-to-day running of the organizations in which they work, that is, they are only given freedom to make operational decisions. This showed that on the average, the level of employee involvement in organization decision-making process in Nigeria is very low. This finding is consistent with the findings of Kuye and Sulaimon (2011) in a study on employees' involvement in decision-making in manufacturing sector in Nigeria. The findings of their study revealed that employees' involvement in decision-making of the firms they studied was low. Also, in a study on the degree of teachers' participation in decision-making in schools, findings show that Nigerian organizations are still at the consultative decision-making level where although employees are allowed to make suggestions, management makes the decisions which may or may not reflect the employees' input (Somech, 2002). These findings also agree with earlier study of Likert's (1961) in the classification of management systems. Relating that classification to this study, Nigerian organizations' management style belongs to Likert's System III (Consultative) management system in which management seeks the input of employees in problem solving. However, important decisions are made at the top but with the involvement of workers. These findings also give credence to Critical Communication Theory which proposes that free expression of employees' opinions is not the same as having a voice in corporate decisions. This is because the ideas suggested by employees may or may not reflect in the final decisions made by Management. It is evident from the findings of this study that corporate or strategic decisions in Nigerian organizations are made by management. Although it appears as if they involve employees in decision-making (by seeking their opinions and informing them before major changes are made) but employees' freedom of expression does not translate to having a voice in managerial decisions. The findings also reveal

that employees in Nigerian organizations are not involved in issues of strategic importance (like staff promotion, formulation of company policies and financial management).

Further findings from table 5 on the effect of participative decision on organization management in, it could be established that participative decision-making process affects organization management significantly. Hence, the senior managers during interview sessions have positive perception of participative decision-making in organization management as they agreed that the benefits derivable from such practice affect the organizations positively. This finding is in consonance with the study of Kuye and Sulaimon (2011), Amah (2012) and Agwu and Olele (2014) that participative decision-making increases employees' commitment and organizations' productivity. The results are also consistent with the findings of Kim (2002) and Kenari et al (2012) that participative decision-making has a positive impact on employees' job satisfaction. The studies of Somech and Oplatka (2009) and Rajhans (2012) also buttress the point that participative decision-making increases employees' motivation and sense of belonging to their organizations.

Theory Z proposes that employees want to be involved in the decision-making processes of the organizations in which they work and when this is in place, they feel motivated to work towards that contributes to the success of the organizations. According to the theory, employees love to support decisions that have their input and this makes them feel valuable to the organizations where they work. The findings of this study give credence to this theory. It is evident from the findings that both organizations and employees derive benefits from the practice of participative decision-making.

Conclusion/Recommendation

The study revealed that participative decision-making is not fully practiced in many organizations in Ibadan, Oyo State. Hence, most organizations have not engrained participative decision-making in their corporate culture which could be attributed to operational guideline of majority of organisations which are majorly autocratic in nature. Hence, organizations must be willing to transit from the bureaucratic and hierarchical management style to a more participative style where employee's suggestions or ideas are valued for use in decision-making.

In addition effective communication between management and employees should be instituted as an organisation culture to enhance the degree of trust and aid the successful practice of participative decision-making between them. This will go a long way to sustain management employees relation and eventual organisational productivity.

BIBLIOGRAPHY

- Abugre, J.B. (2011) "Appraising the Impact of Organizational Communication on Worker Satisfaction in Organizational Workplace" *Problems of Management in the 21st Century*, Vol.1, pp. 7-15
- Agwu, M.O. and Olele, H.E (2014) "Perception Survey of Employees' Participation in Decision Making and Organizational Productivity in Julius Berger Nigeria PLC Bonny Island" *British Journal of Economics, Management and Trade*, Vol. 4, No. 4, pp.620-637
- Aina, S. (2003) *Anatomy of Communications*. Abeokuta: Julian Publishers
- Ali, A. and Haider, J. (2012) "Impact of Internal Organizational Communications on Employee Job Satisfaction Case of some Pakistani Banks" *Global Advanced Research Journal of Management and Business Studies*, Vol. 1, pp.38-44
- Amah, E. (2012) "Corporate Culture and Organizational Effectiveness: A Study of the Nigerian Banking Industry" *European Journal of Business and Management*, Vol.4, No.8, pp.212-229
- Branch, K.M. (2002) "Participative Management and Employee and Stakeholder Involvement" [on-line]. Available from: <http://www.au.af.mil/au/awc/awcgate/doe/benchmark/ch10.pdf> (Accessed on: January 17, 2013)
- Cole, G.A (2002) *Personnel and Human Resource Management*. 5th Edition, London: Book Power
- Collins, D., Ross, R.A and Ross, T.L (1989) "Who Wants Participative Management? The Managerial Perspective" *Group and Organizational Studies*, Vol. 14, No. 4, pp. 422-445
- Daft, R.L (2004) "Theory Z: Opening the Corporate Door for Participative Management" *Academy of Management Executive*, Vol. 18, No. 4, pp. 117-121
- Danlami, S.A., Sulu, B.I., and Salami, I.A. (2012) "Effects of Strategic Performance Appraisal, Career Planning and Employee Participation on Organizational Commitment: An Empirical Study" *International Business Research*, Vol. 5, No. 4, pp. 124-133
- Elele, J. and Fields, D. (2010) "Participative Decision Making and Organizational Commitment: Comparing Nigerian and American Employees" *Cross Cultural Management: An International Journal*, Vol. 17, No.4, pp.368-392
- Fapohunda, T.M. (2010) "The Challenges and Prospects of Participative Management in Nigeria" *National Association for Research Development*, pp. 14-22
- Goldhaber, G. M. (1986) *Organizational Communication* 4th Edition. Dubuque: Brown and Benchmark.
- Griffin, E.A (2003) *A First Look at Communication Theory*. 5th Edition, New York: McGraw-Hill
- Holden, L. (2001) "Employee Involvement and Empowerment" In *Human Resource Management: A Contemporary Approach*, I. Beardswell and L. Holden (eds). Harlow: Pearson Education Limited, pp. 559-597
- Kenari, B.A., Alavijeh, M.K., Hamidi, M. and Sajjadi, S.N. (2012) "The Relationship between Participative Management and Job Attitudes of Employees of National Olympics and Paralympics Academy of Iran" *International Journal of Academic Research in Business and Social Sciences*, Vol. 2, No. 2, pp. 123-129
- Khan, T. I., Jam, F. A., Akbar, A., Khan, M.B., and Hijjazi, S.T. (2011) "Job Involvement as Predictor of Employee Commitment: Evidence from Pakistan" *International Journal of Business and Management*, Vol. 6, No. 4, pp. 252-262
- Kim, S. (2002) "Participative Management and Job Satisfaction: Lessons for Management Leadership" *Public Administration Review*, Vol. 62, No. 2, pp. 231-241
- Knight-Turvey, N. and Johnson, C. (2006) "Examining Participative Management in the Context of Strategic Human Resource Management" In Pocock, B., Provis, C., and Willis, E (eds.) *21st Century Work: High Road or Low Road*. Australia: University of South Australia

- Kuye, O.L. and Sulaimon, A.A. (2011) "Employee Involvement in Decision Making and Firms Performance in the Manufacturing Sector in Nigeria" *Serbian Journal of Management*, Vol. 6, No. 1, pp. 1-15
- Lewis, P.V (1980) *Organizational Communication: The Essence of Effective Management*. 2nd Edition, Ohio: Grid Publishing Inc.
- Mortensen, C.D. (2008) "Introduction" In *Communication Theory*, C.D. Mortensen (ed). 2nd Edition. New Brunswick: Transaction Publishers
- Neves, P. and Eisenberger, R. (2012) "Management Communication and Employee Performance: The Contribution of Perceived Organizational Support" *Human Performance*, Vol. 25, No.5, pp.452-464
- Nooraie, M. (2012) "Factors Influencing Strategic Decision-Making Processes" *International Journal of Academic Research in Business and Social Sciences*, Vol. 2, No. 7, pp.405-429
- Nura, A.A. and Osman, N.H. (2012) "A Toolkit on Effective Decision Making Measurement in Organizations" *International Journal of Humanities and Social Science*, Vol. 2, No. 4, pp.297-303
- Owolabi, S.A. and Makinde, O.G. (2012) "The Effects of Strategic Planning on Corporate Performance in University Education: A Study of Babcock University" *Kuwait Chapter of Arabian Journal of Business and Management Review*, Vol. 2, No. 4, pp. 27-44
- Rajhans, K. (2012) "Effective Organizational Communication: A Key to Employee Motivation and Performance" *Interscience Management Review*, Vol. 2, Issue 2, pp. 81-85
- Shockley-Zalabak, P.S. (2006) *Fundamentals of Organizational communication: Knowledge, Sensitivity, Skills, Values*. 2nd Edition, New York: Allyn and Bacon
- Somech, A. (2002) "Explicating the Complexity of Participative Management: An Investigation of Multiple Dimensions" *Educational Administration Quarterly*, Vol. 38, No. 3, pp. 341-371
- Somech, A. and Oplatka, I. (2009) "Coping with School Violence Through the Lens of Teachers' Role Breadth: The Impact of Participative Management and Job Autonomy" *Educational Administration Quarterly*, Vol. 45, No. 3, pp. 424-449
- Soola, E. O. (2000) "Organizations as Routinized, Yet Dynamic Entities" In *Organization Communication: A Book of Reading*, E.O. Soola (ed). Ibadan: Delby Concepts, pp. 1-9
- Soola, E. O. and Ayoade, R. O. (2000) "Organizations: Nature, Structure, Types and Communication" In *Organization Communication: A Book of Reading*, E.O. Soola (ed). Ibadan: Delby Concepts, pp. 10-24
- Tompkins, P.K. (1984) "Functions of Communication in Organizations" In *Handbook of Rhetorical and Communication Theory*, C. Arnold and J.W. Bowers (eds.) New York: Allyn and Bacon, pp. 659-719
- Tourish, D. and Hargie, O. (2004) "The Crisis of Management and the Role of Organizational Communication" In *Key Issues in Organizational Communication* D. Tourish and O. Hargie (eds.) Routledge, London, pp. 1-16
- Wagner, J.A. (1994) "Participation's Effect on Performance and Satisfaction: A Reconsideration of Research Evidence" *Academy of Management Review*, Vol. 9, No. 2, pp.312-330
- Welbourne, T.M. and Mejia, L.R.G. (1995) "Gainsharing: A Critical Review and a Future Research Agenda" [on-line]. Available from: [Error! Hyperlink reference not valid.](#) (Accessed on: March 5, 2013)
- Wimmer, R.D and Dominick, J.R (2000) *Mass Media Research: An Introduction*. Belmont: Wadsworth
- <http://orgcomm.web.mtsu.edu/> (Accessed on 25/06/2013)
- <http://petervenn.tripod.com/brochure/complete/xyz.htm> (Accessed on 25/06/2013)