

**INFLUENCE OF EMPLOYEES' PARTICIPATION IN MANAGEMENT ON
INDUSTRIAL PRODUCTIVITY**

(A STUDY OF NIGERIA BREWERIES PLC LAGOS)

BY

ODU DAVID CHUKWUMA

17020202007

SUPERVISOR: DR. JOHNSON OGUNDELE

**BEING A PROJECT REPORT SUBMITTED TO THE DEPARTMENT OF
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RELATIONS AND PERSONNEL MANAGEMENT.**

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DECLARATION

This project report, which I wrote under the supervision of Dr. JOHNSON OGUNDELE, is the result of my own study. In the text, information obtained from diverse sources has been properly recognized, and a list of references has been provided. This research project report has never been presented before for the purpose of receiving a degree or certificate.

ODU DAVID CHUKWUMA

DATE

CERTIFICATION

This is to confirm that the report on the research project titled "INFLUENCE OF EMPLOYEES' PARTICIPATION IN MANAGEMENT ON INDUSTRIAL PRODUCTIVITY" was carried out by ODU DAVID CHUKWUMA, with matriculation number 17020202007. This project report complies with the regulations governing the award of Bachelor of Science (B.Sc.) Degree in Industrial Relations And Personnel Management. Department of Business Administration of the Mountain Top University, Ogun State, Nigeria and is approved for its contribution to knowledge and literary presentation.

Dr. JOHNSON OGUNDELE

Date

(Project supervisor)

Dr. OJO

Date

(Head of Department)

DEDICATION

This project is dedicated to the Almighty God, who has seen me through to the end. I'd want to thank my parents, Mrs Grace Odu and Mrs Isioma Odu, my mother Mrs Vivian Umez, Canon Ibitayo, O, Wale-Falope, as well as my Supervisor Dr Johnson Ogundele, for their unwavering support during this project. All I can say is, "Thank you, Lord."

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TABLE OF CONTENTS

Content	Pages
Title.....	i
Declaration.....	ii
Certification.....	iii
Dedication.....	iv
Acknowledgement.....	v
Table of content.....	vi
Abstract.....	vii

Chapter One- Introduction

1.1 Background to the study.....	13
1.2 Statement of problem.....	14
1.3 Objectives of the study.....	15
1.4 Research questions.....	16
1.5 Research hypotheses.....	16
1.6 Significance of the study.....	17
1.7 Scope of the study.....	18
1.8 Limitation of the study.....	19
1.9 Definition of terms.....	19

Chapter Two- Literature Review.....	20
2.0 Introduction.....	20
2.1 Conceptual Framework.....	21
2.2 Concept of Participation.....	22
2.2.2 Concept of Employees participation in Management.....	22
2.3 Types of Employees participation in Management.....	25
2.3 Types of Employees participation in Management.....	25
2.4 Forms of Participation.....	26
2.5 Decision making in Organization.....	28
2.6 Methods of Involving Employees in Decision making.....	29
2.6.1 Joint Consultation.....	29
2.6.2 Job Enrichment.....	30
2.6.3 Board Representation.....	30
2.6.4 Collective Bargaining.....	31
2.6.5 Consultative Councils.....	32
2.6.6 Management by Objectives.....	32
2.6.7 Work Ownership Scheme.....	32
2.6.8 Individual Contact.....	33
2.7 Enhancing Organizational Productivity through Employees' Participation.....	33
2.8 Industrial Productivity.....	35

2.9 Determinants of industrial productivity.....	37
2.10 Empirical Review.....	37
2.11 Theoretical Framework.....	43
2.11.1 Human Capital Theory.....	43
2.11.2 Resource Based view theory(RBV).....	44
 Chapter 3 RESEARCH METHODOLOGY.....	44
3.1 Research Design.....	45
3.2 Population of the study.	45
3.3 Sample size.....	46
3.4 Sampling Techniques.	47
3.5 Research Instrument.	47
3.6 Reliability and validity of instrument.....	49
3.7 Method of Data Collection.....	49
3.8 Methods of Data Analysis.....	49
 CHAPTER 4 Data Presentation, Analysis and Interpretation.....	50
4.0 Introduction.	50
4.1 Preliminary Survey Details.....	50
4.2. Demographic Data of the Respondents.....	51
4.3. The relationship between employees’ joint consultation and output of the organization.....	53
4.3.1. Employees’ representatives and management frequently engage in joint decisions which improved output in my organization.....	53

4.3.2: Regular meetings between management and workers representatives will go a long way to accelerate output in my workplace.....	54
4.4: The link between employees' involvement in joint management council and profit margin of the organization.....	54
4.4.1: Employees' participation in joint management council has promoted the profit margin of the organization in recent years.....	55
4.4.2: Employees' recognition in the joint management council will prevent the company's profit from going down.....	55
4.5: The association between Employees' involvement in collective bargaining and sales volume of the organization.....	56
4.5.1: Due to successful collective bargaining in my workplace, employees are hardworking thereby promoting the sales volume.....	56
4.5.2: Terms and conditions of employment are well situated and addressed in collective bargaining which promotes high productivity.....	57
4.6: The link between employees' job enrichment and target achievement of the organization.....	58
4.6.1: Managers give new tasks to existing tasks in an attempt to motivate employees to meet their targets.....	58
4.6.2: Additional responsibilities given to employees encouraged them always to attain the target set for them.....	59
4.7: Hypothesis Testing.....	59
4.7.2: Hypothesis Two.....	61

4.7.3: Hypothesis three.....	62
4.7.4: Hypothesis four.....	63
4.8 Discussion Of the findings.....	64
 Chapter 5 SUMMARY, CONCLUSION AND RECOMMENDATION.....	66
5.1Summary.....	66
5.2 Conclusion.....	68
5.3 Recommendation.....	68
5.4Contribution To Knowledge.....	69
5.5 Suggestion For Further Research.....	69
Appendix.....	70
References.....	70

ABSTRACT

The importance of employees' in work organization can not be overemphasized. Thus, workers' co-operation is highly needed by the employer in moving the organization forward which could be realized through workers' participation in management. From the foregoing, the study examined Influence Of Employees' Participation In Management And Industrial Productivity; A Study Of Nigeria Brewery Lagos.

The study employed Human Capital Theory and Resource Based View Theory as framework. The findings of the study revealed that 42.1% of the respondents strongly agreed that employees' representatives and management frequently engaged in joint decisions which improved output in the work organization. On the involvement of employees' representatives and management in joint consultation council on regular basis that accelerated organizational output, 42.1% of the respondents strongly agreed with this view. In addition, 36.8% of the respondents agreed strongly that employees' participation in joint management council had promoted the profit margin of the organization in recent years. By the same token, 42.1% of the respondents strongly agreed that due to successful collective bargaining in the workplace, employees were hardworking thereby promoting the sales volume of the organization. Hypothesis 1 showed significant relationship between employees' joint consultation and organizational output. Hypothesis 2 revealed significant relationship between joint management council and the profit of the organization. Hypothesis 3 indicated significant relationship between collective bargaining and sales volume of the

organization Hypothesis 4 showed significant relationship between employees' job enrichment and target achievement.

Workers' participation in management will go a long way to foster co-operation, mutual understanding and Industrial Harmony in the workplace, therefore, the study recommended that; Going by the dynamism in the contemporary workplace and the basic thrust of Pluralist perspectives, it recommended apart from the study organization, other work organization should integrate industrial democracy into their labour policy to engender industrial harmony. Collective bargaining must be allowed to flourish in labour management relations as a way of not only managing workplace conflict, but of addressing issues bordering on terms and conditions of employment of workers

KEYWORDS

Employees' Participation, Management and Industrial Productivity.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

In all types of companies, from tiny firms to multinational corporations, management decision is the most important activity. Technological advancements, demographic shifts, increasing competitiveness, and cultural transformations have led in increased employee flexibility, better certifications, and talents required to obtain employment in organizations in recent years. Former employees are only seen and not heard in organizations when it comes to their work schedules, but as firms attempt to increase efficiency, employee participation in decision-making has become a source of worry in business and academia in recent years (Lawler, 2012).

The process by which two or more groups exert influence over one another during the formulation of plans, measures, policies, and choices is known as participation. The phrase "participation" refers to two distinct types of participation, the most basic of which is information sharing. Employee participation is a management philosophy or style that respects employees' individual and collective needs and rights. Employees are more likely to satisfy their employer's expectations and achieve desired goals when they are given the opportunity to share their ideas and opinions (Kapur, 2020).

Employees who participate in management initiatives are more likely to provide outstanding customer service and boost organizational productivity (Bendix, 2010). According to Carson (2005), an ordinary employee learns given the correct circumstances, and good leadership encourages and empowers employees. As a result, leadership style has a major influence on employees in order to boost organizational productivity. Participation boosts organizational productivity and reduces role conflicts, role uncertainty, absenteeism, and employee turnover, therefore a leader who engages in participation helps both the business and its personnel (Mendes & Stander, 2011).

Decision making, which is the most difficult and vital management function, is the most important aspect of management. The process of recognizing and selecting a plan of action to handle a given problem is known as decision making. It's also the mental process of choosing sensible decisions from a variety of options (Store & Freeman, 2004). Employee involvement in management is a management exercise that involves

employees in the organization's decision-making process. As seen in new enterprises, this activity has an impact on organizational productivity (Lawler, 2012).

Productivity is the ratio of quantity of resources spent working in an organization, such as human capital, money, time, physical, technological, and effort, to the organization's outcome, which is measured or computed. When an organization is productive, it produces more in a shorter period of time. As a result, their business saves money in terms of time and labour as a result of their efficiency. Projects take longer to complete when staff are unproductive, costing businesses more money due to lost time (Ikeanyibe, 2009).

Productivity is the lifeblood of any firm, and its significance cannot be overstated. Productivity ensures an organization's long-term viability, hence it is critical for any company to be productive. According to the literature, numerous elements that influence an organization's productivity must be explored; thus, this study explores the impact of employee participation in management on industrial productivity in Nigerian Breweries PLC Lagos.

1.2 Statement of the problem

It is a fact that any organization's productivity is dependent on the productivity of its employees, the importance of employee efficiency to organizational productivity cannot be overstated. The question of whether or not employees participate in decision-making in Nigerian industries is a contentious one. Participatory decision-making is used by several manufacturing companies in Nigeria, and the government has previously encouraged participation in decision-making through legislative bodies. Industrial workers in Nigeria, on the other hand, believe that such practices do not exist, or that if they do, they are not fully adopted.

Employee participation is a deep concept to all aspects of human resource management for organizational productivity, according to a number of research undertaken both locally and abroad. Employees fail to fully engage in their jobs if human resource concerns are not addressed in a timely manner, which has an impact on the productivity of the firm (Ellis & Sorensen, 2007). Employee engagement has also been linked to better work performance in other studies. Employee involvement is thus

a favourable predictor of improved job performance, according to Heintzman and Marson (2002).

Participative management and organizational productivity are difficulties that manufacturing companies encounter. Employees' non-involvement in decision-making has been linked to job performance, according to studies. Employees that lack the necessary involvement in the organization will be unable to innovate (Kiambati, Kiio, and Toweett, 2013).

Past studies on industrial productivity focused on issues such as, Influencing factors of employee participation in decision making process(Vijayashree P & M Chandran,2019), A Review on Productivity and its Effect in Industrial Manufacturing (Rajesh Shankar Priya & Vincent Aroulmoji,2020), Research and Innovation policies and Productivity growth(Reinhilde Veuglelers,2021), Mergers and Acquisitions in Latin America: Industrial Productivity and Corporate Governance(Lina M. Cortes,Ivan A. Duran,Sandra Gaitan & Mateo Vasco, 2017), The Effect of Low Morale and Motivation on Employees' Productivity & Competitiveness in Jordanian Industrial Companies (Osama Samih Shaban , Ziad Al-Zubi , Nafez Ali , Atalla Alqotaish,2017), Promoting green productivity growth for China's industrial exports: Evidence from a hybrid input-output model (Peng Tian, Boqiang Lin, 2017), Human Capital Investment and Industrial Productivity in Nigeria(Simon-Oke O. Olayemi,2012), Trade Liberalisation and Industrial Productivity: Evidence from Manufacturing Industries in Pakistan(Gulzar Ahmed, Muhammad Arshad Khan, Tahir Mahmood and Muhammad Afzal,2017), The Emergence of Circular Economy: A New Framing Around Prolonging Resource Productivity(Fenna Blomsma, Geraldine Brennan,2017), Significance of workers' participation in management in an organization(Brijesh Verma , Ajay Pachauri). In spite of the good works exhibited by these individuals, little or nothing has been done on the influence of employees' participation in management on industrial productivity,hence, a lacuna is created that this study hopes to fill through empirical investigation. It is in the light of this,the study examines the influence of employees' participation in management on industrial productivity in Nigeria Brewery Plc Lagos to the economy at large.

1.3 Objectives of study

The general objective of this study is to examine the influence of employees' participation in management on industrial productivity: A study of Nigerian

Breweries PLC Lagos. From the general objectives, the following specific objectives are put followed;

1. To verify the link between employees' joint consultation and output of the organization.
2. To examine the association between employees' involvement in joint management council and profit margin of the organization.
3. To evaluate the relationship between employees' involvement in collective bargaining and sales volume of the organization.
4. To examine the link between employees' job enrichment and target achievement of the organization.

1.4 Research Questions

1. What is the relationship between employees' participation in management on Industrial productivity in Nigerian Breweries Plc Lagos
2. To what extent does employees' consultative participation influence Industrial productivity in Nigeria Breweries Plc Lagos.
3. To what extent does employees' administrative participation influence Industrial productivity in Nigeria Breweries Plc Lagos.
4. To what extent does employees' decisive participation influence Industrial productivity in Nigeria Breweries Plc Lagos.

1.5 Statement of Hypotheses

H₀: There is no significant influence of employees' joint consultation and output of the organization.

H₁: There is significant influence of employees' joint consultation and output of the organization.

H₀: There is no significant influence of joint management council and profit margin of the organization.

H₁: There is significant influence of joint management council and profit margin of the organization.

H₀: There is no significant influence of employees' involvement in collective bargaining and sales volume of the organization.

H₁: There is significant influence of employees' involvement in collective bargaining and sales volume of the organization.

H₀: There is no significant influence of employees' enrichment and target achievement of the organization.

H₁: There is significant influence of employees' enrichment and target achievement of the organization.

1.6 Significance of the study

This type of research has a number of benefits for companies all over the world. First, the study would be beneficial to the organization's management in formulating policies more efficiently. The/* study— objectives outline crucial aspects that can be deemed to be at the root of a company's lack of productivity. Second, policy institutions and other major regulatory organizations would greatly benefit from the findings. The findings of the study could give the theoretical context needed to develop, simulate, and implement policies effectively. Finally, other scholars interested in the same issues raised in this study may find this study to be very useful.

1)Involvement improves management and worker understanding and cooperation, resulting in higher and better output, improved labor-management relations, the elimination of labour disputes, and increased worker efficiency.

2)A shared comprehension Management and staff communication improves as a result of participation. Workers and management become closer as a result of participation, helping them to better understand and address each other's concerns. It aids employees in comprehending their role in the organization's production.

3)The morale of the workforce has improved. When we talk about morale, we're referring to a man's overall pleasure with his work environment and employment. When employees are allowed to engage, their higher-order expectations are addressed, resulting in increased job satisfaction. In a roundabout sense, consulting with subordinates indicates that the leader has faith in their competence and understanding. Employee morale and motivation skyrocket as a result of this form of recognition.

4)Provides excellent training opportunities. Employees obtain training in dealing with human problems through participation (in meetings, seminars, and lectures, for example). He comes to comprehend the many components of the projects and obstacles, as well as other people's viewpoints on the topics, through debate, argumentation, presenting his points of view, consultations, and other techniques. As a result, he receives training in dealing with others.

1.7 Scope of the study

The subject, sample, field of study, and time range could all be used to define the scope of the study. As a result, the focus of this study is on employee involvement in management and organizational productivity. The Nigeria Brewery PLC Lagos would

be the subject of the research. Employee participation in management and organizational productivity are among the study's variables.

1.8 Limitation of the study

As a result of several constraints, the scope of this study is constrained. The secrecy of Nigerian organizations is to blame for a large portion of this. In Nigeria, organizations do not readily release information to the public, particularly researchers. This is due to the fact that others may reference their study and utilize the knowledge against the organization.

Another restriction of this research is the lack of time and budgetary constraints. Because of time and financial constraints, the sample size was limited to Nigeria Breweries Plc Lagos alone.

1.9 Definitions of terms

Employee: Individual who is a part-time or full-time employee under an employment agreement, whether oral or written, explicit or implied, with accepted rights and duties.

Organization Productivity: This is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter review of relevance to the study. However, it will be reviewed under the following subheadings:

Concept of Participation

Concept of Employees participation in Management

Forms of Employees Participation

Decision making in Organization

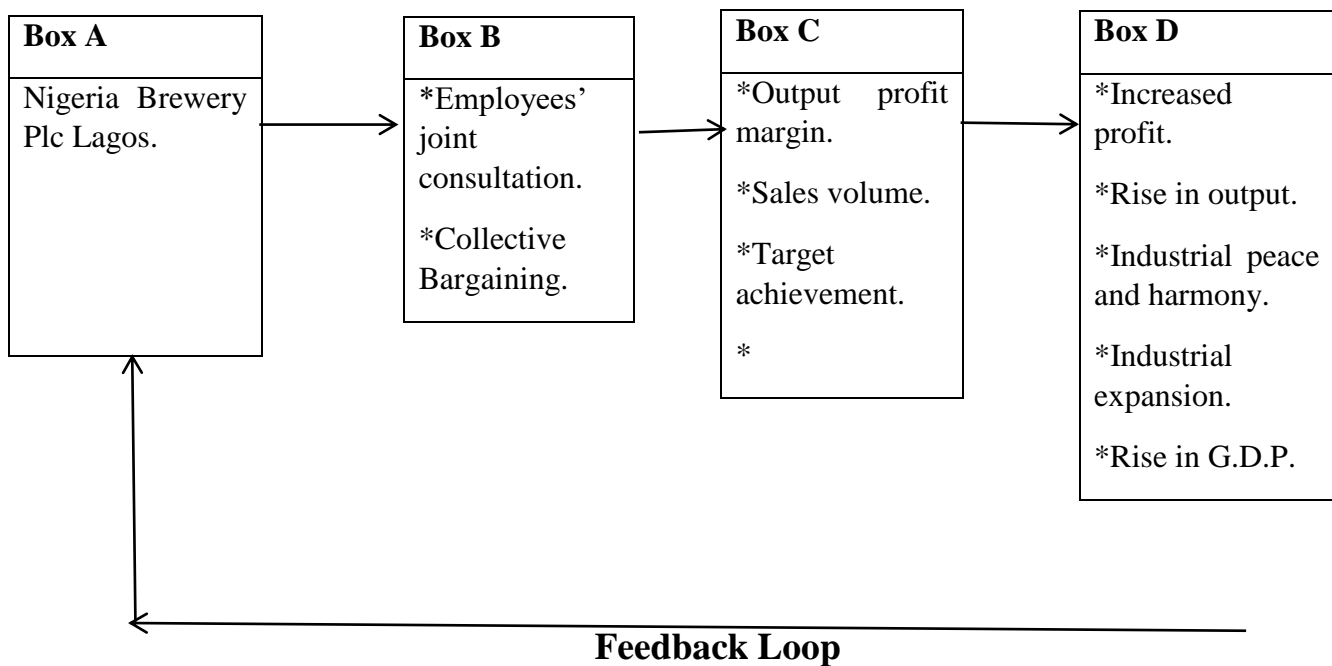
Methods of Involving Employees in Decision making

Organization Productivity

Enhancing Organizational productivity through Employee Participation

Empirical studies on employees' participation in management and Industrial productivity.

2.1 Conceptual Framework:



2.2 Concept of Participation:

2.2.1 Employees' participation in management:

Employee participation is permitted at all levels of management. Disparities are only visible in the degree and nature of participation. Employee participation is contingent on a number of factors. Job type, nature of functions, human resource quality, organizational culture, organizational objectives and terms and conditions, and relationships with other organizations' members are all factors to consider.

There are five main levels of participation of employees. The following have been stated:

(i) Information Participation Level

Employees that participate in information exchange are guaranteed to be able to supply and receive information. You have the right to have a say and to express your opinions, especially on issues that affect you. The management relies on the joint committee to communicate the terms of business to the workforce. They are also informed about the changes that will be made to the organization's operations. To put it another way, it's critical to train staff when the company's operations change. As a result, ideas and opinions will be encouraged, and this is referred to as the employees' information participation level.

(ii) Associative Participation Level

At this level of involvement, members are entitled to receive, debate, and offer comments on the organization's general and economic conditions, such as production, markets, funding, and technology, as well as the profit and loss account of the organization. Workers have the right to receive information and participate in conversations concerning major problems such manufacturing

process changes, company expansion, and the closing of a specific unit.

Employees not only receive information and debate concerns, but their views are also binding on management.

(iii) Consultative Participation Level

Participative workers are advised on employee welfare concerns such as work, safety, health, and training at the level of consultative involvement. It requires a higher level of employee collaboration as well as the availability of forums for them to express their opinions and thoughts. Management has the authority to approve or reject recommendations made by employees during the participatory forum at this level of participation. The suggestions made by the workers are purely advisory in nature. Management may accept them if they believe they are worthwhile. They may, however, reject the workers' ideas if they consider they are unfavourable. Employees, on the other hand, are free to share their thoughts and ideas.

(iv) Administrative Participation Level

The degree of allocated authority and responsibility for management responsibilities increases with administrative participation. Welfare, safety, training, scheduling, working hours, incentives, holidays, and prizes for innovative ideas are all addressed at this level. At this level of engagement, management gives options to employees, and they choose the most productive option for effective implementation and administration. In other words, the workforce is given the freedom to select the most appropriate and advantageous options. They present their opinions and ideas to management in order to choose which alternative should be implemented.

(v) Decisive Participation Level

Decisive participation is the level at which employees participate in decision-making processes. Decisions must be taken collaboratively on many issues such as production, welfare, economic, financial and administrative concerns. Delegating authority and managerial tasks to employees is considered to be the limit at this level of participation. When encouraging employee engagement in decision-making

processes, it also contributes significantly to strengthening pleasant and trustworthy terms and relationships between managers and employee. Therefore, it can be claimed that employees should be consulted and permitted to express their views, especially when critical choices about the organization's running must be made (Kapur, 2020).

2.2.2 Concept of Employees participation in Management

Employee involvement in management processes has varied meanings for different people. The aims and objectives of the organization define how employees are encouraged to participate in the responsibilities and activities of the business. Pre-decisional consultation is the phrase used by management, while co-determination is used by employees. Trade unions describe it as the beginning of a new order of social interactions and a new set of power equations within organizations. In the case of government, it is a labor-management union with no ultimate authority or accountability in decision-making procedures (Kapur, 2020).

Investigation of employee participation in management requires a variety of aspects to be considered. These include collaboration between labor and management, co-determination, collaborative decision-making, and worker participation in management. Participation is a term that refers to the process through which two or more parties exert influence over one another when formulating plans, measures, policies, and choices. The term "participation" refers to two distinct modes of participation, the most basic of which is information sharing. Employees have the right to make judgments and are accountable for them in this scenario. Employees can plan and control their job activities through participation (Kapur, 2020).

Participation includes educating the entire workforce about natural processes and the aim of production. Its main goal is to encourage employees to take charge of their own lives. Since 1960, employee involvement has been considered essential. It is vital to encourage individual participation in decision-making processes in order for the company to attain its goals and objectives.

Employee involvement is an organizational management philosophy or style that recognizes the need and right of employees, both individually and collectively. When employees have the flexibility to engage, they are more likely to feel satisfied at work and contribute significantly to the achievement of the organization's goals and objectives. Employees who are given the opportunity to express their opinions and thoughts are more likely to meet their employer's expectations and achieve their goals (Kapur, 2020).

The most important feature of industrial democracy is employee engagement. Employee involvement in management is based on an approach to human interaction management that has resulted in a new set of values for work and management. This concept often refers to non-management employees' involvement in the organization's decision-making processes.

Member states were encouraged by the International Labor Organizations to improve employee engagement in management processes. Employee involvement in the management process indicates that workers are both mentally and emotionally invested in the company's administration. It is regarded as the method via which employees have a say in the organization's decision-making, management, and operations (Kapur, 2020).

2.3 Types of Employees participation in Management

The types of employee's participation in management have been stated as follows: (Kapur, 2020).

- (i) Direct Participation

Employees who engage in direct participation play an active role in managerial decisions and decision-making processes. In other words, they have the right to and the ability to control the procedures for participation. Direct engagement in management refers to the involvement of employees in their own occupations and immediate work settings. Employees are given brief opportunity to provide management with thoughts and suggestions. Direct involvement takes a variety of forms, including delegation of additional discretion over present job assignments, the development of independent or quality circles, and meetings at the workgroup, workshop, or departmental level.

(ii) Indirect Participation

The mechanism by which employees participate in decision-making processes through their representatives or delegates is known as indirect participation. To put it another way, employees are allowed to express their opinions and ideas to their representatives, as well as participate in activities and functions through them. When the number of employees is small, indirect engagement is typically encouraged. Indirect involvement employs a small number of people. Employees are generally unwilling to participate in decision-making processes as representatives in the majority of cases.

2.4 Forms of Participation

Numerous scholars have proposed different forms of participation. The forms of participation vary according to management level, labor management relations pattern, and so on. These have been stated as follows:

According to Dale (2018); Participation may take any of the following dimensions:

- *. Participation in the exchange of information – In this scenario, the joint committee member communicates specific information with management.
- *. Advisory Participation - Under this arrangement, management consults with labor representatives while developing strategies for the enterprise's activities.
- *. Constructive Participation - In this circumstance, both labor and management representatives have the authority to propose initiatives aimed at enhancing organizational performance.
- *. Joint Determination - In this kind of involvement, the committee members decide on all subjects and administrative policies. The board's council is composed of labor and management representatives.
- *. Administrative Participation - In this scenario, choices have been made prior to the committee's consideration, but the committee determines the way by which the choices will be implemented within a reasonable range of choices.

According to Grover (2018), there are three forms of participation may include:

- * Co-partnership – In order to acquire a partnership between capital and labour, equity shares must be granted to employees and become members and employers of the organization.
- * Power sharing — Power sharing to enhance collective bargaining and corporate decision-making collaboration. Employers need statutory requirements to give important information to workers.

- * Workers' directors — Workers are entitled to pick their representatives and submit them to the board. Through this, employees have direct representation or access to corporate decision-making.

Mehra (2020) also proposed five stages of participation namely:

- * Informative Participation — Sharing of company information by representatives of capital and labor.

- * Constructive participation - Representatives of both groups, i.e. management and labor, provide constructive views and proposals for improving management procedures and advancements.

- * Associate Participation - Management receives proposals from committee members with representation from both sides, i.e. management and union, in this sort of participation.

- * Administrative Involvement - In the event of administrative participation, the decision is reached before it reaches the committee.

- * Decisive participation — In such involvement, both parties participate jointly in decision-making processes.

2.5 Decision making in Organization

The most important component of management is decision making, which is the most difficult and important management role. The decision-making role is the most important. Managers make choices based on everything a company does. Decisions are thoughts that become actions and can have a good or negative influence since they are made in the face of uncertainty and risk. The decision-making process is highly

influenced by the decision maker's information, experience, abilities, attitudes, and values.

Store and Freeman (2004) describe decision making as "the process of recognizing and selecting an appropriate plan of action to address a specific situation." It may also be defined as the mental process of making a sensible selection from among available options throughout the decision-making process. Employee involvement has been linked to improved performance, happiness, and productivity in the workplace. Employees receive self-actualization as a result of their participation in decision-making, which boosts their motivation and job performance.

According to Moorhead and GrifCin (2004), decision making is described as the process of choosing among different actions. This process is regarded to be the result of a mental process that is primary to the selection of an action among alternative actions. The decision-making process is comprised of mapping the effects of options, interacting with specific components, and selecting the optimal alternative or course of action. The decision-making process provides decision-makers with alternatives or actions that are guided by a goal. Numerous alternate courses of action are associated with a variety of different consequences. The decision maker chooses an alternative based on his or her assessment of the available facts (Moorhead and GrifCin, 2004).

2.6 Methods of Involving Employees in Decision making

There different ways in which management can involve employees in an organizations' activity, and they are identified below:

2.6.1 Joint Consultation

This entails polling employees on issues that affect their jobs. Before making decisions, managers consult with their employees to encourage them to think about issues and contribute their own ideas. It would also entail informing employees about decisions made and explaining why certain actions were done in order to secure their cooperation. However, the inference is that management must approve or disapprove of employee recommendations.

The benefits of consultative management include managers consulting with their employees at all times without the complexity required by committee procedures. A number of employees from the company may also be consulted by the manager.

2.6.2 Job Enrichment

Employee responsibilities are increased vertically as a result of this. It allows people to make decisions that affect their work without alerting their boss. It is critical to maximize an individual's abilities while also increasing his participation in decision-making. The key to improving performance is to have a more enriched job. It also entails improving employees' decision-making ability. It's best for high-level management, professional, and manufacturing duties where the potential for enrichment is greater (Ofstad, 2009).

2.6.3 Board Representation

When employees are represented on a company's board of directors, this is the peak of employee involvement. It's a relatively new approach of including employees in decision-making that's gained hold in most advanced countries in recent years. The board of directors is the organization's most important decision-maker, as they set the

corporate objectives and board policies that drive the organization's operations. Strategic decisions also affect government decisions, resulting in suitable legislation being created to safeguard the organization. Employees who nominate someone to serve on the board of directors exhibit their dedication to the company's success. Employees should be appointed to company boards of directors based on their efficiency and competency, with labour organization skills sufficing as evidence of competency (Fatchett, 2004).

2.6.4 Collective Bargaining

Collective bargaining, also known as joint consultation, is a self-contained framework in which employers and unions can agree on working conditions. It is a situation in which employee representatives meet with employer representatives to bargain and reach an agreement on issues that affect employees at work; or it is a process in which one party in industrial relations makes proposals or demands to another party, discussing, criticizing, explaining, and exploring the meaning and efforts of the proposals in order to gain acceptance. Pay and salary, as well as other working conditions such as housing, transportation, leave allowances, health care, pensions, and gratuities, are all discussed at the negotiation table.

According to Akpala (2002), it is a process of negotiating the best possible working conditions and terms of employment between workers and employers through their organizations of a contract of employment. Although the goal of collective bargaining is to reach an agreement, the action taken is no less collective bargaining than if the process had finished with an agreement.

As a result, collective bargaining takes place whenever one or more collective acts are engaged, regardless of whether or not an agreement is achieved, as long as both parties make earnest efforts to reach an agreement.

The Nigerian Employer's Consultative Association (NECA) says that collective bargaining must be redefined "Collective bargaining is a process of decision-making. Its main goal is to come to an agreement on a set of rules that will govern the substantive and procedural rules, or employment conditions, that govern the relationship between the negotiating parties "" "

2.6.5 Consultative Councils

This is where employee representatives meet on a regular basis to gather and convey information regarding organizational activities as well as to discuss how things should be done. The council is not supposed to be biased, in the sense that it would not advocate for the interests of the employers. Management may, however, convene a group of managers, such as a line managers' conference, at which some of them present papers, and the board may be interested in the topics discussed.

2.6.6 Management by Objectives

Management by objectives is also consistent with participatory management since it occurs when superiors and subordinates agree on objectives and performance criteria for evaluating the actions of subordinates. As a result of management by objectives, employees are involved in decision-making.

Management by objectives is planning that is done cooperatively between two levels of management, the top level with the middle level with the lower levels to participate in making decisions that lay forth corporate, departmental, or specific objectives, policies, processes, and so on (Lawler 2006).

2.6.7 Work Ownership Scheme

Employees are not just employees in this situation; they are also shareholders. In other words, employees are given the right and opportunity to purchase shares in the company. The implication is that they (employees) see any effort as being undertaken for their own profit rather than for the benefit of the company's managers or owners. The goal of shareholding is to make ownership more accessible to everyone (Benjamine 2010).

2.6.8 Individual Contact

According to John (2007), this comprises the management and his team exchanging views, ideas, expertise, and experience on a daily basis; no formal preparations are required, and the employee is treated with respect both as an employee and as a person. Despite these benefits, there are inherent negatives, as evidenced by employees' reluctance to express themselves about their jobs, most likely due to a fear of losing their groups and jobs. Furthermore, some managers believe that seeking input from their employees demonstrates a lack of leadership capacity.

2.7 Enhancing Organizational Productivity through Employees' Participation

The output per unit of a factor of production on its own has been characterized as productivity (Imaga, 2006). However, among all other productivity measures, labour productivity has received the most attention. Labor, as we all know, is the most basic or essential component of production. Productivity, on the other hand, can be improved or boosted by a number of factors, all of which necessitate participatory decision-making.

According to Flippo and Munsiger (2013), the fundamental motivation for incorporating subordinates in organizational decision-making processes is to boost productivity and morale. In other words, when subordinates' ideas are stimulated and they are more involved in decision-making, productivity rises. Management must value and nurture its most valuable assets, namely, people, in order to enhance production (workers) Authoritative, secretive, and formal connections must be replaced by an environment in which each employee's value is recognized (Knowles 2002).

Furthermore, according to Esler (2009), increased communication between employees and management will be a key factor in determining which organizations succeed and fail in the next years. He goes on to say that huge multinational firms like IBM and General Motors have realized the necessity of keeping its staff "engaged, aware, and interested in company concerns," and that increasing efficiency will be the single most critical element determining industry success.

"The largest gain in productivity would come from optimizing human resources and reducing impediments that prevent people from properly accomplishing their tasks," Wight (2003) writes. They are kept out of internal organizational matters. People are the ultimate secret to productivity.

"Nothing is more seductive than the idea of being needed, which is the enchantment that drives high expectations," Peter and Waterman (2002) write.

"Participation, like many leaders' techniques, is designed to inspire high productivity and a pleased staff," Lundgren (2004) says. Participation, he claims, strives to achieve these goals by involving subordinates in the decision-making process. This strategy is based on the notion that more participation will enhance satisfaction, interest, and so production.

"For an enterprise to be productive and efficient, it need the skill, initiative, and cooperation of every member more than any previous system of production," according to Drucker (2004). "Its human resources are its most precious and least exploited asset." It all shows that when employees are given the opportunity to participate in corporate decision-making, they derive personal satisfaction from seeing their ideas adopted. This improves morale and, of course, production in his company.

Social scientists were regularly heard espousing the democratic ideas of allowing workers to influence decisions that affected them during the early stages of the movement toward more participative management, according to Odiorne (2009). However, the new "behavioural scientists," who have focused their study on establishing that participative management increases productivity, have largely abandoned this line of thought.

It's also worth noting that participatory management is unlikely to cause harm, and that because it supports societal ideals that company should care about, it's better for the manager to try it first rather than relying entirely on authoritarian approaches. It should be noted, however, that this is not a truly scientific application in the traditional sense.

2.8 Industrial Productivity

Productivity is the ratio of inputs to outputs that is measured or calculated. Inputs are the amount of resources spent working in the company, such as human resources, money, time, physical, technological, and effort, whereas outputs are the results. The worker is considered productive if the inputs and outputs are equal. When a company is productive, it achieves more in a given amount of time. As a result of their efficiency, their company saves money in terms of time and labour. Employees that are not productive take longer to accomplish projects, which costs them more money because of the time missed (Ikeanyibe, 2009). The value of higher staff productivity in manufacturing organizations cannot be overstated, as it results in larger incomes and profits, as well as higher earnings. Increased consumer and capital goods supplies at reduced costs and cheaper prices; Shorter work hours and better working and living environments are the ultimate goals; Strengthening the workers' overall economic basis (Nwachukwu, 2008).

Productivity is the lifeblood of any firm, and its significance cannot be overstated. Every organization wishes to be productive since productivity is the fundamental element for which all organizations exist. Many firms have used a regular reshuffling approach in order to achieve or boost productivity. This supports Simon's (2007) observation that "the issue of productivity has been instrumental to most repositioning operations that occur from time to time in many businesses." In reality, in all organizations, public and commercial, productivity has become one of the most essential, contentious, and analytical topics.

The real production per unit of work is referred to as productivity. It is a significant driver of global money flows. Meneze (2006) defined productivity as an employee's ability to generate work, goods, and services that meet or exceed the expected criteria set by their employers. The total amount of output is compared to the total amount of input used to produce this output to determine productivity (Bojke, 2012).

2.9 Determinants of industrial productivity:

There are six(6) important factors which are affecting the industrial productivity, namely:

- 1) Quality of Human Resources**
- 2) Government policy.**
- 3) Availability of Finance.**
- 4) Managerial talent.**
- 5) Technological Development.**
- 6) Natural Factors.**

2.10 Empirical Review:

There have been numerous studies on employee management and industrial productivity (Kuye and Sulaimon, 2011; Ravenswood, 2011; Thornton, 2009; and Barringer and Bleudorn, 1999). They discovered that in order to improve company performance and good citizenship behaviour, managers must enable a high degree of employee input in decision-making to boost employee engagement and humanize the workplace.

Dede (2019) investigated the link between employee involvement in decision-making and organizational productivity among employees at the Cross River State Board of Internal Revenue in Calabar. The researchers used a motivation theory and a qualitative data gathering approach. To generate a sample of 80 respondents for the study, simple and purposive sampling approaches were utilized, and a questionnaire with 40 questions on various employee engagement situations and an interview were administered. The study found that when employees participate in decision-making, it makes implementation easier, creates a positive working environment, increases commitment and satisfaction with decisions made, and boosts employee morale because they feel recognized and part of the team, all of which leads to increased productivity. Employees should be provided with the required skills and training in order to foster creativity and innovation in decision-making and work attitude, as this improves organizational productivity.

Umar (2019) investigated the impact of employee involvement in decision-making on organizational effectiveness. A pilot research was conducted, with respondents chosen at random and data analyzed using tables and percentages. According to the findings of the study, including employees in decision-making is critical to obtaining an organization's greatest level of performance. Furthermore, employees' engagement in decision-making improves their morale and increases the organization's productive efficiency. Employee participation in organisational decision-making influences them positively by motivating them to give their all to the organization's growth and development. Employee non-participation in organizational decision-making can lead to conflict

between management and employees, as well as indifference to the decisions reached by organizational productivity.

Ray and Ray (2011) focused on SMEs, and their findings revealed that employee participation has a positive impact on job satisfaction. Thornton (2009) identified a strong link between employee consultation frequency and job satisfaction, but Spreitzer, Kizilos, and Nason (2007) discovered that employees who had more control over how they completed their own work had higher job satisfaction and consequently better job performance.

Harpreet (2019) investigated the effect of employee decision-making on organizational productivity. Three goals were set: to evaluate the influence of employee participation in management decision-making at EMENITE PLC, to study the impact of employee participation in management decision-making on organizational productivity, and to provide recommendations based on the research findings. Two research hypotheses and two null hypotheses were proposed in order to achieve these goals. The study's entire population is 200 EMENITE PLC employees in Lagos, Nigeria. The data gathering instrument utilized by the researcher was questionnaires. This study used a descriptive survey research approach. The study used a total of 133 people, including human processing engineers, electricians, senior staff, and junior personnel. The information gathered was organized into tables and examined using percentages and frequencies. Employee involvement in decision-making has been shown to have positive benefits on employee attitude, commitment, and productivity, as well as manager efficiency. As a result, participatory management should be considered a necessary tool in any organization, public or private. However, before this can be done or performed, a full review of the organization's policy

should be conducted and any necessary changes made. Some recommendations have been made in this study to boost the value and advantages of employee participation in decision-making, as well as its acknowledgement.

With a focus on the Ladoke Akintola University of Technology (LAUTECH) Teaching Hospital in Ogbomoso, Oyo State, Nigeria, Oyebamiji (2018) investigated the impact of employee participation in decision-making on organizational efficiency. The Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso, Oyo State, Nigeria, was chosen using a purposeful random selection methodology, while the two hundred and five (205) respondents were chosen using a basic random sample method. The data was collected using a standardized questionnaire, and it was analyzed using frequency, percentage, means, standard deviation, and linear regression analysis. Both direct and representative engagement have a good and significant impact on organizational productivity, according to the findings. Furthermore, the results show that employee engagement in decision-making at Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso is extremely low, owing to management's refusal to share decision-making with staff. As a result, the study finds that employee decision-making participation is an alternative paradigm to organizational productivity.

The impact of employee engagement on organizational performance has sparked much debate over the last two decades, according to Erajeshvarie and Shamila (2018). The impact of employee engagement on organizational performance in an insurance brokerage, as well as the elements that influence and shape employee engagement in the setting of the organization, are investigated in this study. For this study, a qualitative research approach was used to attain this

goal. Interviews were performed using an inductive technique to acquire insights into the elements that influence employee engagement, and data was gathered and evaluated using thematic analysis. The study's main finding was that the notion of employee engagement and its impact on organizational success is well understood. Staff commitment and motivation were found to be hindered by low engagement, according to the study. Job design, inadequate communication, management approach, involvement, and recognition incentives all contributed to low employee engagement levels.

With reference to the Nigerian Labour Congress, Ikechukwu and Chidinma (2017) investigate the implications of employee engagement on minimum wage decision. The study used a survey research approach. The study used a survey research approach. The study included 500 workers as a sample. A questionnaire was utilized to obtain the information. The data was analysed using multiple regression analysis and the t-test. Meetings with government representatives, collective bargaining, exerting upward pressure on the government, and advising the government are the key methods that members of the Nigerian Labour Congress actively participate in minimum wage determination, according to the major results in Nigeria.

Udu and Aturu-Aghedo (2016) also look at how participatory decision making affects performance at the Federal Airports Authority of Nigeria (FAAN) in Lagos, Nigeria. A questionnaire was given to 1020 young women and men (ages 24-44) who were chosen using a purposive selection technique. The data was examined using the Bavarian Statistical method. The study's findings show that the command and control method is no longer a suitable model in FAAN; instead, a more collaborative framework that fosters more organizational commitment and

enhanced performance is currently in use and regarded appropriate for decision-making in organizations.

Isichei and Ukandi (2015) conducted a research of selected hotels in the federal capital territory of Abuja to investigate employee engagement in decision-making and the hospitality business in Nigeria. The study was guided by research questions and hypotheses. The study employed a primary data technique, with a questionnaire survey created using the Likert scale questionnaire style and presented to sixty participants. To test the significance of the research challenges, two hypotheses were proposed in accordance with the aims and research question. For the examination of data collected from the research instrument, the study used linear correlation and regression, which revealed that the alternate hypothesis was significant in both hypotheses investigated. The study's findings revealed that employee participation in decision-making had an impact on hotel performance in Nigeria. According to the findings, there is a favourable link between employee participation in decision-making and organizational effectiveness. The study suggests, among other things, that employees' participation should be comprehensive rather than partial in order to offer them a sense of belonging.

Using the Le Meridien Ibom Hotel and Golf Resort, Uyo as a case study, Jemilohun, Ekanem, and Adebara (2015) evaluated the value of employee participation in the organization's decision-making process. The investigation was conducted in the form of a survey. Questionnaires and interviews were utilized to obtain information. The study used 1743 female undergraduates as a sample. Multivariate ANOVA, T-test, Regression, and factor analysis were used to analyse the data gathered. The findings suggest that gender and educational level

had substantial influence on employee relevance in the decision-making process, while age, staff grade, and employee job division had small effects.

Kazimoto (2016) investigates factors influencing employee engagement and performance in a sample of retailing businesses in Wobulenzi-Luweero, Uganda. Using the purposive sample technique, a questionnaire was given to 120 randomly selected respondents. To analyse replies from respondents and make decisions, measurement was done using descriptive and inferential statistic methodologies. The study looked at how employee engagement relates to organisational performance, with a focus on non-financial elements. The data suggest that retail employee engagement and work satisfaction were extremely high in Wobulenzi-Luweero city's retailing firms. Employees at retailing firms, on the other hand, found it challenging to balance their job experience and home life with their employment. Despite the fact that there is a link between employee engagement and job satisfaction, this study reveals that there is no link between employee engagement and job assignment, which is a critical aspect in organizational performance. The findings show that job assignment is crucial for retaining people and ensuring the long-term viability and profitability of businesses.

Theoretical Framework:

Human Capital Theory:

Despite the fact that human capital theory claims that people engage in education for a number of reasons, most empirical research has concentrated on the financial benefits of higher earnings. Return rates for an extra year of education have tended to be about 10%, with significant differences by gender and race/ethnicity (Psacharopoulos and Patrinos 2004). The nonmonetary and consumption benefits of education, as well as any education-related externalities, are not taken into account in these return

calculations. These latter topics, which will be discussed more in this study, have attracted a lot of attention.

Estimating educational returns presents a number of methodological issues. The majority of empirical research seeks to prove a causal link between education and financial returns, which is significantly more difficult than simply measuring a correlation. Early studies compared the lifetime earnings characteristics of people with various levels of education. Multiple regression analysis has been used to account for omitted factors, nonrandom samples, incorrectly measured variables, and jointly determined outcomes, among other technical estimate concerns. In the sections that follow, these subjects are briefly discussed.

Inherited ability (e.g., natural intelligence, work ethic), which may imply unrecognized effort, is a critical variable that is often overlooked in empirical studies. The core problem is that, while high-ability people are more likely to finish more years of schooling than low-ability people, they are also more likely to make more money for the same amount of schooling. This makes distinguishing the effect of learning from inherent talent difficult.

Resource Based view theory(RBV):

The resource-based view (RBV) of the firm is one of the prevalent approaches in strategic management, treating resources and products as two sides of the same coin (Wernerfelt 1984). (Newbert 2007). The RBV asserts that a company's resources, or bundles of resources, are the foundation for creating competitive advantage (cf. Barney 1986, 1991; Conner 1991; Peteraf 1993; Wernerfelt 1984). The RBV has been one of the most widely recognised theoretical viewpoints in strategic management as a framework for defining the conditions under which a corporation might obtain a sustainable competitive advantage since its debut (Armstrong and Shimizu 2007)

CHAPTER THREE

RESEARCH METHODOLOGY

In this chapter, the researcher tried to describe the method adopted for this study under the following sub-headings:

- Research design
- Population of study
- Sample/sampling techniques
- Instrument for data collection
- Reliability and validity of instrument
- Method of data collection
- Method of data analysis

3.1 Research Design

A descriptive survey research design was used in this study. According to Nwoegu (2006), descriptive survey design is concerned with gathering data from a sample of a population in order to explain existing circumstances or relationships, held attitudes, processes in progress, visible impacts, or emerging trends related to the issue under study. The survey research approach was chosen due to the nature of the study, which is focused on natural phenomena that are not manipulated.

A descriptive research aims to shed light on existing challenges or problems through a data collection approach that allows them to describe the situation more fully than would be feasible otherwise (Fox and Bayat. 2011). The survey research approach also allows the study to obtain people's opinions, collect enormous amounts of data, and synthesize facts and opinions. This method entails the creation of organised questionnaires that provide information on the study's aims. The researchers will be able to provide responses to the study question using this strategy.

3.2 Population of the study

Employees and personnel of Nigerian Breweries Plc in Lagos state make up this group. Nigerian Breweries Plc is the country's largest brewing company, with a permanent headquarters in Lagos. With over 75 years of experience, the company has expanded throughout Nigeria, constructing new breweries in Aba, Kaduna, Ibadan, and Enugu (). Nigeria Breweries Plc has a total employee population of 3,915. Because the study is centred on Nigeria Breweries Plc in Lagos, the population under investigation is made up of 883 Nigeria Breweries Lagos employees.

3.3 Sample size

Oke (2005) defined a sample as a subset of the population that shares all of the population's general features. A true sample will accurately represent the entire population. Yaro Yammane's formula for calculating sample size based on percentile proportional division of workers was introduced.

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

N = Population size

n= sample size

I= constant

e= level significant of error assumed 0.05

N =

n= ?

$$\frac{883}{1 + 883(0.05)^2}$$

$$n = \frac{883}{1 + (883 * 0.0025)}$$

$$n = \frac{883}{3.21}$$

$$n = 380.0778$$

approximately the sample size is 380.

3.4 Sampling Techniques

For the purpose of this study, Multi stage sampling technique will be used.

Stage I:

Purposive selection of Nigeria Brewery Plc Lagos is due to the following reasons:

- * To improve employees' participation in the organization.
- * To improve the link between employees' job enrichment and target achievement of the organization.
- * To improve the organizations Joint Consultation between itself and its employees.

Stage II:

This will be followed by simple random sampling technique . Two hundred and seventy-five (275) respondents will be randomly sampled in order to prove or disprove my hypotheses; the people will provide the required responses.

3.5 Research Instrument

Questionnaires will be utilized as the data gathering instrument. The researcher will create it in order to collect data from workers about the relationship between employee participation and industrial productivity. . The items in the questionnaire, however, will be tailored to the needs of the current study, and the questionnaire will be divided into two halves. Sections A and B contain questions about the respondents' demographic status. Section A contains items that will be structured to elicit information on "Employees' Participation in Management and Industrial Productivity," while section B contains items that will be constructed to elicit information on "Employees' Participation in Management and Industrial Productivity."

Also, The questionnaire will be structured in a four (4) point Likert Scale rating as follows:

Strongly Agreed (S.A) _____ 4points

Agree (A) _____ 3 point

Strongly Disagreed (S.D)_____ 2 point

Disagreed _____ 1 point

Three reasons for the use of Questionnaire:

* Questionnaires are inexpensive. To begin with, questionnaires are one of the most cost-effective methods of gathering quantitative information. Self-administered questionnaires, in particular, are a cost-effective way to quickly collect massive amounts of data from a big number of people in a short period of time without having to hire surveyors to do face-to-face interviews.

* Questionnaires can be beneficial. Questionnaires are a practical and cost-effective technique to collect data. They can be targeted at certain groups and dealt with in a variety of ways. You have complete control over both the questions and the arrangement of the interview (open-ended or multiple choice). They offer a way to gather huge amounts of data on any subject. They can be used in a variety of ways.

*Questionnaires allow you to get results quickly. Using online and mobile technologies, results may be collected fast and effortlessly. This means that, depending on the size and scope of your enquiry, you might get answers in as little as 24 hours (or even less!).

3.6 Reliability and validity of instrument .

Content validity will be utilized to confirm the instruments' validity, with the questions in the questionnaire being evaluated against the research goal. The validation of the instruments will be aided by the supervisors' expert judgement. Validity aids in finding items in questionnaires that need to be rephrased and deleting those that aren't relevant to the investigation.

3.7 Method of Data Collection

A quantitative data gathering method will be used, which will include the use of a questionnaire. The researcher will be in charge of administering the questionnaires. The researcher will send a letter to the Nigeria Breweries Plc's human resource department in Lagos, requesting permission and setting a date. The researcher will then administer the questionnaire and collect completed questionnaires from the respondents on the spot.

3.8 Methods of Data Analysis

The frequency count and percentages will be used to examine the demographic data and research topics. In addition, inferential statistical tools will be used to compute the hypotheses. Null hypotheses (Ho) will be tested at the 0.05 level of significance using Spearman correlation. This is due to the fact that the Spearman correlation coefficient is a test that may be used to examine associations between variables using data from a Likert scale. For data calculation and storage, the researcher will use IBM SPSS 25.0 version software.

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.0 Introduction

This chapter presents the analysis and presentation of data using various statistical techniques discussed earlier in the methodology. All data collected were presented, analyzed and discussed in this chapter. 400 copies of questionnaire were carefully administered on respondents; however, 380 copies were correctly filled, error free and returned at the stipulated time. This result in 95.0% response rate. Thus, 380 copies of questionnaire retrieved were analyzed and presented using Software Package for Social Science (SPSS) for easy comprehension.

Table 4.1 Preliminary Survey Details

Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaire administered	400	100%

2	Number of questionnaires not properly administered	6	1.5%
3.	Number of questionnaires not retrieved	14	3.5%
4.	Questionnaires retrieved and used for the final analysis	380	95.0%

Source: Field Survey 2021

Table 4.1 above provides the response rate to questionnaires administered. A total of 400 copies of questionnaire were administered. The total number of questionnaires retrieved after administration was 380 while 6 copies were not properly administered and 14 copies were not retrieved. This implies that 95.0% response rate was achieved.

Table 4.2. Demographic Data of the Respondents.

The following shows the result of the analysis of demographic information of the respondents in terms of their Gender, Age Range, Educational level, Work experience, and Current position.

Variable	Frequency	Percentage (%)
GENDER		
Male	160	42.1
Female	220	57.9
TOTAL	380	100.0
AGE RANGE		
18-21 years	0	0.0
22-30 years	80	21.1
31-40 years	180	47.4
41-50 years	60	15.8
51 years and above	60	15.8

TOTAL	380	100.0
EDUCATIONAL LEVEL		
Certificate	0	0.0
Diploma	140	36.8
Bachelor's degree	180	47.4
Master's degree	60	15.8
Doctorate degree	0	0.0
Others	0	0.0
TOTAL	380	100.0
EXPERIENCE		
Below 5 years	60	15.8
6-10 years	80	21.1
11-15 years	140	36.8
16-20 years	40	10.5
21 years and above	60	15.8
TOTAL	380	100.0
CURRENT POSITION		
Senior management	80	21.1
Middle management	60	15.8
Supervisory	180	47.4
General Staff	60	15.8
Others	0	0.0
TOTAL	380	100.0

Source: Field Survey 2021

Table 4.2 presented the demographic information of the respondents. As shown above, 160 of the respondents are male representing 42.1%; while 220 representing 57.9% are female. This simply implies that majority of the employees that participated in this study are female.

The Age range of the respondents is presented in Table 4.2. It was shown that 80 respondents representing 21.1% were between age range 22-30 years, 180 respondents representing 47.4% were between ages 31-40 years, 60 respondents representing 15.8% were between 41-50 years while 60 (15.8%) were 51 years and above. Hence majority of the employees were between 31 – 40 years.

The educational level of the respondents are also presented in the table as follows, 140(36.8%) of respondents have Diploma certificate, 180 (47.4%) have Bachelor's degree, 60 (15.8%) have earned Master's degree. It can be seen from the result that majority of the respondents have Bachelor's degree. The result indicates that the respondents are literate enough and are fit for this study.

With respect to work experience, 60 (15.8%) of respondents have below 5 years' experience, 80 (21.1%) have between 6-10 years' work experience, 140 (36.8%) have up to 11-15 years of experience, 40(10.5%) have 16-20 years of experience while 60 (15.8%) have 21 years and above.

The current position of the respondents is also presented in the table as follows, 80 (21.1%) of respondents were senior managers, 60 (15.8%) were middle managers, 180 (47.4%) were supervisors while 60 (15.8%) were general staffs. The result indicated that majority of the respondents were supervisors.

4.3. The relationship between employees' joint consultation and output of the organization.

This section presents the answer provided by the employees in response to research question one that seeks to verify the relationship between Employees' joint consultation and output of the organization.

Table 4.3.1. Employees' representatives and management frequently engage in joint decisions which improved output in my organization

Responses	Frequency	Percentage (%)
Disagree	40	10.5
Strongly Disagree	60	15.8
Agree	120	31.6
Strongly Agree	160	42.1
Total	380	100.0

Source: Field Survey 2021

Table 4.3.1. above indicated the perception of respondents on employees' representatives and management frequently engage in joint decisions which improved organizational output. While 10.5% of the respondents disagreed with this view, 15.8% strongly disagrees and 31.6% agreed.

Meanwhile, the largest proportion of the respondents (42.1%) strongly agreed with the view. The implication of this is that in so far the largest proportion of the respondents can strongly agreed with this view, then it logical to assert that employees' representatives and management frequently engage in joint decisions which have improved the productivity of the work organisation

Table 4.3.2: Regular meetings between management and workers representatives will go a long way to accelerate output in my workplace.

Responses	Frequency	Percentage (%)
Disagree	20	5.3
Strongly Disagree	80	21.1
Agree	100	26.3
Strongly Agree	180	47.4
Total	380	100.0

Source: Field Survey 2021

The above table 4.3.2. showed the reaction of the respondents to the view that regular meetings between management and workers' representatives will accelerate output in the workplace. This view was disagreed by 5.3% of the respondents while 21.1% of the respondents strongly disagreed with the claim. Similarly, 26.3% of the respondents agreed with this view and 47.4% strongly agreed with the view. This implies that such regular meetings between management and workers' representatives should be encouraged in order to keep on promoting output in the work organization as supported by highest proportion of the respondents (47.4%).

4.4: The link between employees' involvement in joint management council and profit margin of the organization

This section exemplifies the link between employees' involvement in joint management council and profit margin of the organization

4.4.1: Employees' participation in joint management council has promoted the profit margin of the organization in recent years

Responses	Frequency	Percentage (%)
Disagree	60	15.8
Strongly Disagree	40	10.5
Agree	140	36.8
Strongly Agree	140	36.8
Total	380	100.0

Source: Field Survey 2021

As to whether employees' participation in joint management council had promoted profit margin of the organization in Table 4.4.1 above, 15.8% of the respondents disagreed with the view, while 10.5% strongly agreed and 36.6 % agreed. In addition, 36.8% of the respondents strongly agreed with this idea. Both strongly agreed and agreed views recorded 36.8% each which affirm the relevance of workers

participation in joint management council in terms of rise in profit, mutual understanding and atmosphere of peace in the workplace.

4.4.2: Employees' recognition in the joint management council will prevent the company's profit from going down

Responses	Frequency	Percentage
Disagree	60	15.8
Strongly Disagree	40	10.5
Agree	160	42.1
Strongly Agree	120	31.6
Total	380	100.0

Source: Field Survey 2021

Table 4.4.2 above explained the opinions of the respondents on how employees' participation in joint management council would prevent the profit margin of the organization from going down. While 15.8% of the respondents disagreed with the claim, 10.5% strongly disagreed. In the same vein, the largest proportion of the respondents (42.1%) agreed while 31.6% of the respondents strongly agreed. It implies from the above analysis that the organization will continue to benefit immensely from joint management council as long as it continues to exist. Certainly, the profit margin of the organization will continue to accelerate in the sense that, co-operation and better understanding will reign supreme between workers and management.

4.5: The association between Employees' involvement in collective bargaining and sales volume of the organization

This section is intended to illustrate the association between employees' involvement in collective bargaining and sales volume of the organization

4.5.1: Due to successful collective bargaining in my workplace, employees are hardworking thereby promoting the sales volume

Responses	Frequency	Percentage (%)
Disagree	40	10.5
Strongly Disagree	60	15.8
Agree	120	31.6
Strongly Agree	160	42.1
Total	380	100.0

Source: Field Survey 2021

The significance of collective bargaining cannot be over emphasized in labour management relations. It is a critical tool used for institutionalization and management of industrial conflict. Fundamental issues related to terms and conditions of employment are brought to fore for discussion so as to engender industrial peace. Table 4.5.1. above revealed the perception of respondents on the issue of collective bargaining leading to hardworking of employees and rise company's sales volume. While 10.5 % of the respondents disagreed with this claim, 15.8% strongly disagreed. Additionally, 31.6% of the respondents agreed with this view, while 42.1% of the respondents strongly agreed. This implies that as long as highest proportion of the respondents strongly agreed with this view, collective bargaining is functional to the organization and it should continue to exist as a way of harmonizing labour-management co-operation and industrial harmony.

4.5.2: Terms and conditions of employment are well situated and addressed in collective bargaining which promotes high productivity

Responses	Frequency	Percentage
Disagree	60	15.8
Strongly Disagree	40	10.5
Agree	140	36.8

Strongly Agree	140	36.8
Total	380	100.0

Source: Field Survey 2021

Table 4.5.2 above demonstrated the opinions of the respondents on how terms and conditions of employment are well situated and addressed in the collective bargaining relative to high productivity of the organization. While 15.8% of the respondents disagreed, 10.5% strongly disagreed and 36.8 % agreed. In addition, 36.8% of the respondents strongly agreed and this implies that majority of the respondents (36.8%) confirm the relevance of collective bargaining as it caters for the issues of terms and conditions of employment of workers which invariably promoted productivity of workers in the work organization

4.6: The link between employees' job enrichment and target achievement of the organization.

This section is intended to establish a link between employees' job enrichment and target achievement of the organization

4.6.1: Managers give new tasks to existing tasks in an attempt to motivate employees to meet their targets

Responses	Frequency	Percent (%)
Disagree	0	0.0
Strongly Disagree	100	26.3
Agree	200	52.6
Strongly Agree	80	21.1

Total	380	100.0
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Source: Field Survey 2021

As a matter of fact, job enrichment brings about vertical expansion of employees' job by expanding their functions and responsibilities. Above table 4.6.1 indicated perception of the respondents to how managers gave new tasks to employees as a way of motivating them in order to meet their target. While none 0.0 % of the respondents disagreed with this claim, 25.3% strongly disagreed. Invariably, largest proportion of the respondents (52.6%) of the respondents agreed while 21.1% strongly agreed. It could be inferred from this analysis that majority of the respondents appreciated the impetus of job enrichment in motivating workers to perform very well in the work organisation. It is therefore imperative for the management of the work organization to always encourage workers by expanding their functions and responsibilities. This will not drive to work harder in order to meet their set targets, but bring much commitment and job satisfaction.

4.6.2: Additional responsibilities given to employees encouraged them always to attain the target set for them

Responses	Frequency	Percent
Disagree	0	0.0
Strongly Disagree	100	26.3
Agree	200	52.6
Strongly Agree	80	21.1
Total	380	100.0

Source: Field Survey 2021

The above table 4.6.2. revealed the views of the respondents on how additional responsibilities given to the employees have been encouraging them to attain the set targets. While 0.00% of the respondents disagreed with this claim, 26.3% strongly disagreed. Moreover, the highest proportion of the respondents (52.6%) agreed while 21.1% of the respondents strongly agreed. The implication of this is that workers in the study organization appreciated the significance of additional responsibilities given to them by their managers and this has been motivating them individually and collectively to work harder in order to meet their targets.

4.7 HYPOTHESES TESTING

Table 4.7.1: Hypothesis One

H₀: There is no significant influence of employees' joint consultation and output of the organization.

H₁: There is significant influence of employees' joint consultation and output of the organization.

Correlations

			Employees' joint consultation	Organisation output
Spearman's rho	Employees' joint consultation	Correlation coefficient	1.000	.854**
		Sig (2-tailed)	.	.000
	Organisation output	Correlation coefficient	.854**	1.000
		Sig (2-tailed)	.000	.

		N	380	380
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Source: Field Survey 2021

The result above indicated that there is a strong positive correlation between employees' joint consultation and organisation output with correlation coefficient "r" being 0.854. Therefore, the relationship between employees' joint consultation and organisation output can be referred to as directly proportional, i.e the increase in joint consultation among employees will likely result in positive increase in organisation output. Also, the significant value (sig 2- tailed) "0.00" is lower than the p-value (p-value = 0.05). This implies that the strong positive relationship observed between the two variables is significant. Hence, null hypothesis is rejected, while alternative hypothesis is rejected. Therefore, there is a significant relationship between employees' joint consultation and organisation output.

4.7.2: Hypothesis Two

H₀: There is no significant influence of joint management council and profit margin of the organization

H₁: There is significant influence of joint management council and profit margin of the organization

Correlations

			Joint management	Profit margin
Spearman's rho	Joint management	Correlation coefficient	1.000	.946**
		Sig (2-tailed)	.	.000
	Profit margin	Correlation coefficient	.946**	1.000

		Sig (2-tailed)	.000	.
		N	380	380

Source: Field Survey 2021

The result above indicated that there is a very strong positive correlation between joint management council and profit margin of the organisation with correlation coefficient “r” being 0.946. Also, the significant value (sig 2- tailed) “0.000” is lower than the p-value (p-value = 0.05). This implies that the strong relationship observed between the two variables is highly significant. Hence, Joint management council practice in the organisation will likely influence an increase profit margin of the organisation. To this effect, null hypothesis which stated that “There is no significant influence of joint management council on profit margin of the organization” is rejected, while alternative hypothesis is accepted. Hence, this study revealed that joint management council is said to have significant positive influence on organisation profit margin.

4.7.3: Hypothesis three:

H₀: There is no significant influence of employees’ involvement in collective bargaining and sales volume of the organization

H₁: There is significant influence of employees’ involvement in collective bargaining and sales volume of the organization

Correlations

			Employees’ involvement	Collective bargaining
Spearman’s rho	Employees’ involvement	Correlation coefficient	1.000	.910**

		Sig (2-tailed)	.	.000
	Collective bargaining	Correlation coefficient	.910**	1.000
		Sig (2-tailed)	.000	.
		N	380	380

Source: Field Survey 2021

The result above also indicated a very strong positive correlation between the employees' involvement in collective bargaining and sales volume of the organization with correlation coefficient "r" being 0.910. This means that when employees are constantly involved in collective bargaining, it may lead to a positive influence on sales volume. Also, the significant value (sig 2- tailed) 0.00 is lower than the p-value (p-value = 0.05). This implies that there is a very strong and significant relationship between employees' involvement in collective bargaining the sales volume of the organisation. Hence, Null hypothesis is rejected while alternate hypothesis is accepted.

4.7.4: Hypothesis four:

H₀: There is no significant influence of employees' enrichment and target achievement of the organization.

H₁: There is significant influence of employees' enrichment and target achievement of the organization.

Correlations

			Employees' enrichment	Target achievement
Spearman's	Employees'	Correlation	1.000	.951**

rho	enrichment	coefficient		
		Sig (2-tailed)	.	.000
	Target achievement	Correlation coefficient	.951**	1.000
		Sig (2-tailed)	.000	.
		N	380	380

Source: Field Survey 2021

The result above indicated that there is a strong positive correlation between employees' enrichment and employees' target achievement with correlation coefficient "r" being 0.951. Therefore, the relationship between employees' enrichment and target achievement is strong and this means employees' enrichment will also contribute to employees' target achievement. Also, the significant value (sig 2- tailed) which is "0.000" is lower than the p-value (p-value = 0.05). This indicated a strong significant. On this basis, null hypothesis is rejected, while alternative hypothesis is accepted.

4.8 DISCUSSION OF THE FINDINGS

In this section, the findings from the survey analysis of the Topic **"INFLUENCE OF EMPLOYEES' PARTICIPATION IN MANAGEMENT ON INDUSTRIAL PRODUCTIVITY"** would be discussed.

The general objective of this research was to examine the influence of employees' participation in management on industrial productivity: A study of Nigerian Breweries PLC Lagos. The specific objectives include to verify the link between employees' joint consultation and output of the organization, to examine the

association between employees' involvement in joint management council and profit margin of the organization, to evaluate the relationship between employees' involvement in collective bargaining and sales volume of the organization and to examine the link between employees' job enrichment and target achievement of the organization.

The research assessed the link between employees' joint consultation and output of the organization. The findings showed that there is a significant strong positive correlation between employees' joint consultation and organisation output. Since the relationship is positive and significant, it implies that, employees' joint consultation will positively influence the output of organisation. According to Moorhead and GrifCin, (2002) employees' joint consultation involves briefing the employees on decisions that have been taken and explaining why such action has been taken in order to gain their co-operation and ultimately increase the output of the organisation.

Researcher also investigated the association between employees' involvement in joint management council and profit margin of the organization. Findings showed that there is a significant positive and strong relationship between joint management council and profit margin of the organization with correlation coefficient "r" being 0.946. This implies when employees are fully involved in joint management council, the profit margin of organization is said to be influenced. According to Ofstad (2009), An enriched job is viewed as the key to performance improvement which will lead to increase in profit margin of the organization.

In the same vein, the research evaluated the relationship between employees' involvement in collective bargaining and sales volume of the organization. A significant strong positive correlation was observed with correlation coefficient "r"

being 0.910. On that note, the null hypothesis was rejected. Ability of employees to collective bargain in the organization therefore has a significant influence on the sales volume of organizations. This finding corroborates the findings of Akpala (2002) who revealed that collective bargaining has positive impact on organizational performance. This can result in increased organization output (sales volume)

Lastly, the researcher verified the link between employees' job enrichment and target achievement of the organization. There was a significant and positive relationship observed between employees' job enrichment and target achievement. On this basis, null hypothesis was rejected, while alternative hypothesis was accepted. Evidence have shown that target achievement by employees increases with increasing employees' job enrichment. This is in line with Magaji et al. (2017) who found that employees are more committed to their work as a result of practice of job enrichment.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The study focused on “ Influence of Employees' Participation in Management on Industrial Productivity: A Study of Nigerian Breweries PLC- Lagos”. The objectives of the study were:

1. To examine the relationship between employees' joint consultation and output of the organization
2. To ascertain the association between employees' involvement in joint management council and profit margin of the organization
3. To verify the link between employees' involvement in collective bargaining and sales volume of the organization

4. To investigate the link between job enrichment and target achievement of the organization.

The study employed Resource Based View Theory and Human Capital Theory as framework and research design was survey with questionnaire as data collection method. Data analysis involved the use of percentages, frequencies and Spearman correlation coefficient. The findings of the study revealed that 42.1% of the respondents strongly agreed that employees' representatives and management frequently engaged in joint decisions which improved output in the work organization. On the involvement of employees' representatives and management in joint consultation council on regular basis that accelerated organizational output, 42.1% of the respondents strongly agreed with this view. In addition, 36.8% of the respondents agreed strongly that employees' participation in joint management council had promoted the profit margin of the organization in recent years. By the same token, 42.1% of the respondents strongly agreed that due to successful collective bargaining in the workplace, employees were hardworking thereby promoting the sales volume of the organization.

As to whether terms and conditions of employment were well situated and addressed in collective bargaining for higher productivity, 36.85 of the respondents strongly agreed. In the work organization, the view that managers gave new tasks to the existing ones in order to motivate employees for them to meet their targets, 52.6% of the respondents agreed with the claim. On the issue of additional responsibilities given to employees encouraged them to always meet targets set for them, 52.6% of the respondents equally agreed with the view.

Hypothesis 1 showed significant relationship between employees' joint consultation and organizational output with significant value (sig. 2-tailed) "0.00" less than p-value (p-value=0.05), hence, alternative hypothesis was accepted

Hypothesis 2 revealed significant relationship between joint management council and the profit of the organization with significant value sig. value (sig.2- tailed) "0.000" less than p-value (p-value = 0.05), hence, alternative hypothesis was accepted

Hypothesis 3 indicated significant relationship between collective bargaining and sales volume of the organization with significant value (sig. 2- tailed) "0.00" less than p-value (p-value=0.05), therefore, alternative hypothesis was accepted.

Hypothesis 4 showed significant relationship between employees' job enrichment and target achievement with significant value (sig. 2- tailed) "0.000" less than p-value (p-value = 0.05), hence, alternative hypothesis was accepted.

5.2 CONCLUSION

On note of conclusion, productivity in any industrial organization is a function of many factors. One of the tools needed to promote industrial productivity is cordial relationship between the management and employees in form of industrial democracy. It is a platform to give workers recognition in the workplace and to enable have a say in the running of affairs of the organization. The study demonstrated that the management of the study organization operated joint consultation policy with the employees that promoted organizational output. The use of joint consultation council had reinforced the profit margin of the organization. The use of collective bargaining had accelerated the sales of the organization and had been able to meet the targets set for them due to employees' job enrichment. It is, therefore, imperative logical to infer

that the management of the work organization should maintain the status quo by promoting workers' participation in management otherwise called industrial democracy.

5.3 RECOMMENDATION

1. The management of the work organization (Nigerian Breweries PLC) should not desist from using workers participation in management. It is a platform to give workers recognition and see them as partners in progress in the development of the organization.
2. Going by the dynamism in the contemporary workplace and the basic thrust of Pluralist perspectives, it recommended apart from the study organization, other work organization should integrate industrial democracy into their labour policy to engender industrial harmony
3. Collective bargaining must be allowed to flourish in labour management relations as a way of not only managing workplace conflict, but of addressing issues bordering on terms and conditions of employment of workers.
4. The use of job enlargement and enrichment must be maintained in the work organization and should be embraced by other work organization in Nigeria as part of strategies to expand the knowledge of workers in terms facing new tasks and functions that can promote motivation of employees.
5. Labour is a critical factor of production because it has interests, desires, aspirations, hopes and focus of its own which are sometimes at variance with those of the employer. The management of Nigerian Breweries PLC and other work organizations in Nigeria must handle employees with care by creating favourable atmosphere for them to perform in order to give room for the profit and productivity of their organizations to rise.

5.4 CONTRIBUTION TO KNOWLEDGE

1. The gap in knowledge created in the statement of the problem is a fundamental contribution to knowledge. Past studies had focused on the issues of leadership, motivation, work life balance, organizational culture,

compensation management relative to productivity. However, little or nothing has been done in research by examining productivity relative to workers participation in management.

2. The study will assist other researchers and scholars in the field of industrial relations and management studies to understand and appreciate the concept of workers' participation in management and the significance of cordial labour- management relations that could promote future research interest.
3. The study represents an eye opener to other Nigerian work organization on the need to recognize the existence of workers and allow workers to partake in management decision making that will bring more benefits than problems to their organisations.
4. The study will certainly assist government to formulate good labour policies that could promote cordial relationship between workers and employers in the workplace thereby preventing industrial conflict.

5.5 SUGGESTION FOR FURTHER RESEARCH

1. Further study can be extended to the banking sector of the economy in order to find out the extent to which employees' value are appreciated in management decision making
2. Future study can be directed towards public work organizations in Nigeria in order to bring into limelight the basic approaches used by the management to making decisions; whether workers are taking into consideration or not.
3. Future study can make use of comparative analysis of private work organization and public work* organization relative to workers' participation in management. This will provide more insight into differences and similarities existing between them in terms of how workers are recognized when decisions are to be made.
4. Further research could be extended to a bigger organization with larger population and sample size. This may bring out new facts not revealed by this study.

APPENDIX

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QUESTIONNAIRE

Dear Respondent,

My name is Odu David Chukwuma I am a 400-level student at Mountain Top University pursuing a Bachelor of Science degree in Business Administration. This

questionnaire is designed to solicit your independent views on “**Influence of Employees’ Participation in Management On Industrial Productivity: A Study Of Nigerian Breweries Plc** and your organization is chosen as a case study. This is in partial fulfilment of the requirements for the award of Bachelors of Science Degree in Industrial Relations and Personnel Management. The questionnaire should be completed to the best of your knowledge with utmost sincerity so as to achieve credible results. You are rest assured that any information supplied are designed for academic purpose and will be treated with utmost confidentiality.

NB: All information provided shall be treated as confidential and used strictly for academic purposes.

Kindly answer the following questions by ticking (√) the option that best describes your agreement or filling the spaces provided.

SECTION A: DEMOGRAPHIC DATA

- 1) Gender; a. Male () b. Female ()
- 2) Age Range; a. 18-21 years () b. 22-30years () c. 31-40years () d. 41-50years () e. 51 years & above ()
- 3) Educational level; a. Certificate () b. Diploma () c. Bachelors’ degree () d. Master’s degree () e. Doctorate degree () f. Others (Please specify)

- 4) How long have you worked for Nigerian Breweries Plc? a. Below 5 years () b. 6 - 10 years () c. 11 - 15 years () d. 16 - 20 years () e. 21 years and above ()
- 5) What is your current position in the Nigerian Breweries Plc? a. Senior management () b. Middle management () c. Supervisory () d. General Staff () e. Others (Please specify) _____

Section B

Using the scale below, please answer the statement below by ticking the options that best satisfies your response to the following statements.

Please rate the following statements by ticking in the appropriate box to indicate how much you agree or disagree with each statement.

Strongly Agree [SA]= 4; Agree [A]=3; Strongly Disagree [SD]=2; Disagree [D]= 1
Relationship between Employees' joint consultation and output of the organization

		SA	A	SD	D
1	Employees' representatives and management frequently engage in joint decisions which improves output in my organization.				
2	Regular meetings between management and workers representatives will go a long way to accelerate output in my workplace.				
3	Managers and employees' representatives at my organization frequently meet to exchange ideas, hence, output can not decrease in my workplace.				
4	The result of a joint decision between representatives and management typically results in an increase in output, as it always satisfies both parties.				
5	Joint consultation enhances output because collaborative decisions usually increase employees' commitment.				

Please rate the following statements by ticking in the appropriate box to indicate how much you agree or disagree with each statement.

Strongly Agree [SA]= 4; Agree [A]=3; Strongly Disagree [SD]=2; Disagree [D]= 1

Link between Employees' involvement in joint management council and profit margin of the organization

		SA	A	SD	D
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6.	Employees' participation in joint management council has promoted the profit margin of the organization in recent years.				
7.	Employees' recognition in the joint management council will prevent the company's profit from going down.				
8.	Due to the effectiveness of joint management councils, the organization has not experienced shortfall in its profit at any point in time.				
9.	In my organization, a joint management council fosters positive relationships between management and employees' and increases the organization's profit margin on yearly basis.				
10.	Employees are more productive as a result of the success of the joint management council, this increases profit margins.				

Please rate the following statements by ticking in the appropriate box to indicate how much you agree or disagree with each statement.

Strongly Agree [SA]= 4; Agree [A]=3; Strongly Disagree [SD]=2; Disagree [D]= 1

Association between Employees' involvement in collective bargaining and sales volume of the organization

		SA	A	SD	D
11.	Due to successful collective bargaining in my workplace, employees' are hardworking thereby promoting the sales volume.				
12.	Terms and conditions of employment are well situated and addressed in collective bargaining which promotes high productivity.				
13.	Collective bargaining promotes higher wages and improved benefit packages, thus, sales volume will continue to rise.				
14.	Employee bargaining power increases job satisfaction, which results in a rise in the organization's sales volume.				
15.	Collective bargaining has a positive effect on sales volume				

	since it has the potential to result in a strike.				
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Please rate the following statements by ticking in the appropriate box to indicate how much you agree or disagree with each statement.

Strongly Agree [SA]= 4; Agree [A]=3; Strongly Disagree [SD]=2; Disagree [D]= 1

Employees' job enrichment and target achievement of the organization

		SA	A	SD	D
16	Managers give new tasks to existing tasks in an attempt to motivate employees' to meet their targets.				
17	Additional responsibilities given to employees' encourages them always to attain the target set for them.				
18	Employees' job enrichment is a strategy to encourage workers to perform above target set for them in my workplace.				
19	Prompting and receiving feedback assists organizations to accomplish their goals.				
20	Establishing autonomy in job performance enables employees to meet the organization's target objectives.				