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ABSTRACT

This study focused on Employee Participation and Organizational Productivity of Small and Medium Scale Enterprises. The study used a cross sectional design and the study adopted the cross-sectional survey method in the generation of data. The target population of the study is the entire SMEs registered with SMEDAN in Bauchi State totaling 364. The sample size was obtained using the Krejcie and Morgan (1970) table for determining minimum returned sample size for a given population. For our population, the table placed our sample size at one hundred and eighty three (183). After data cleaning, only data of 169 respondents were finally used for data analysis. The sampling procedure to be used in this study is the purposive sampling technique which focused on owners and operators. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing. Empirical results confirm that there is a positive significant relationship between Employee Participation in Decision Making and Organizational Productivity of Small and Medium Scale Enterprises. The study concluded that Employee Participation has a positive and significant relationship with profitability and market share as measures of organizational productivity. The study recommended that management must make it a part of its standard policy to ensure all employees opinions, suggestions, view are subjected to their merit and accepted where applicable after employees‟ consultation. Employees should be allowed to make contribution in policy development as they play a major role in policy implementation and this among others will increase organizational productivity through employee delegation.

***Key Words**: Employee Participation in Decision Making, Organizational Productivity, Market Share and Profitability*

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INTRODUCTION

Small and Medium scale Enterprises (SMEs) is been recognized globally as the game changer with respect to economy growth and development. SMEs contribute to boasting the living standards, bring about substantial local capital formation, and achieve high levels of productivity and capability. SMEs are recognized as the principal means of achieving equitable and sustainable industrial diversification and dispersal (Olowe, Moradeyo & Babalola, 2013). Ofoegbu, Akanbi and Joseph (2013) opined that SMEs are the solution for the problem of slow economic development among developing countries like Nigeria. They believe that focus of interest on SMEs would contribute to creation of jobs, reduction in income disparity, production of goods and services in the economy, as well as providing a fertile ground for skills development and acquisition. Furthermore, it will serve as a mechanism for backward integration, and a vehicle for technological innovation and development, especially in modifying and perfecting emerging technological breakthroughs. Employee participation in decision making has been recognized as a managerial tool for improving organizational productivity by striving for the shared goals of employees and managers. This is actualized by way of allowing workers' input in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employee participation in decision making has become a significant topic in human capital management (HCM), and is regarded as one of the chief ingredients of employee voice, which many management scholars have observed to be a growing management concept (UK Essays, 2013).

In today's turbulent environment and intense competition, SMEs are forced to seek ways to be more flexible, adaptive and competitive as they are faced with competitive pressures and rapidly changing markets, (David 2005). Above all SMEs are discovering that people really are the most important asset. Success depends on involving the workforce's entire capacity to generate new ideas and ways of working to outsmart the competitors. Employees must be involved if they are to understand the need for creativity and employee must be involved if they are to be committed to changing their behaviors in work, in new and improved ways. Employee involvement is one of the important aspect of organizational life to achieved increase organizational productivity.

Through participatory decision making, productivity is expected to increase, since commitment by workers towards implementation of decision enhanced productivity and overall organizational goals will be high and help reduce agitations, misconceptions and lack of commitment on the part of employees. Employee Participation Decision Making (EPDM) is the extent to which employers allow or encourage employees to share or participate in organizational decision making. EPDM has been recognized as a managerial tools for improving organizational productivity by striving for the shared goals of employees and managers. This is actualized by way of allowing workers' input in developing the mission statement, establishing policies and procedures, determination, promotion and determining perks.

Decision making in many organization are done by top management team without considering the input of the employees at the lower managerial levels. It sometimes becomes difficult for some of the decision taken by top management to be implemented especially when it seems not to be favorable to the staff who are mostly the implementers. Somech, (2002) argues that decentralized authority structures carry the potential for achieving outcomes than traditional top down bureaucratic structures. Several studies have shown that allowing employees to participate in decision making leads to increase in motivation, job performance, and organizational growth (Gollan & Wilkinson, 2007; Kim, McDuffie & Pil, 2010; Bhuiyan, 2010). However, many studies also have conflicting views on whether or not an increase in employee participation directly affects

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organizational Productivity. Some critics, such as Sashkin (1976) feel that participation is not only effective, but that its use by management is an ethical imperative. Locke and Schweiger (2001) believe that worker participation is merely a managerial technique that can be used effectively in certain situations.

In Nigeria, the institutionalization of worker participation within the nation's industrial relations system was championed by several scholars such as Adewumi, (1997), Fashoyin, (1992) and Imaga, (1994) who suggested that worker participation in management decision making will reduce industrial conflict, raise workers' productivity, ensure rapid grievance procedure and motivate workers. However, it must be noted that research on the adoption of human capital development practices HCDP by SMEs in developing countries like Nigeria, is still very scanty. Nonetheless, growing HC research, particularly in the developed world, has pointed to the significant role that HC practices can play in enhancing the growth and survival of SMEs. It is on this premise that this study sought to examine the relationship between employee participation and organizational productivity of SMEs in Bauchi State, Nigeria.

This study also seeks to provide answers to the following research questions:

- What is the relationship between employee participation in decision making and profitability of SMEs in Bauchi state?
- What is relationship between employee participation in decision making and market share of SMEs in Bauchi state?

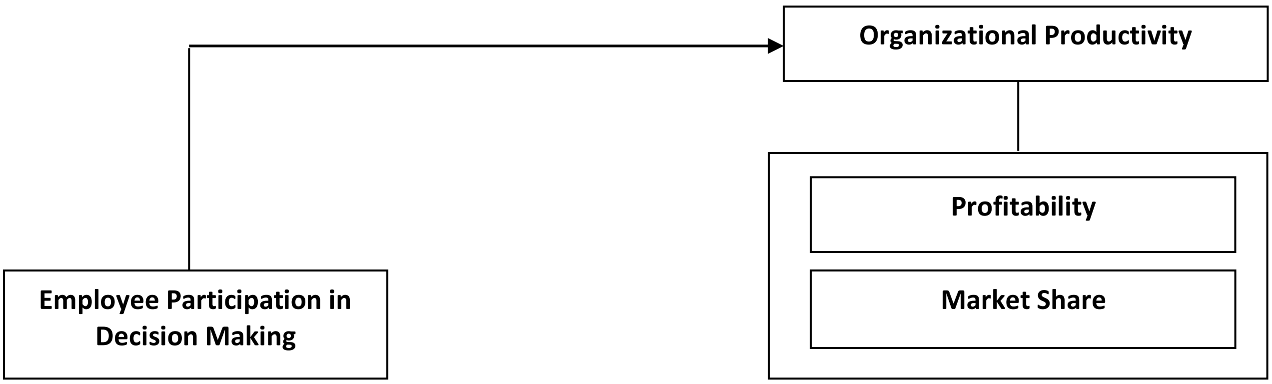

Figure 1: Conceptual framework showing the relationship between employee participation in decision making and organizational productivity

Source: Author's Desk Research, 2021

LITERATURE REVIEW

Theoretical Foundation

The Value Chain Theory

This study was anchored on Value Chain theory postulated by Michael Porter in 1985. The value chain theory links organizational activities and work performance. Decision making process is part of activities that organization performs, which represents a course of action to deal with a specific problem and to improve organizational performance in the following areas such as; problem solving ability, innovativeness and social responsiveness in business environment. This theory further explains how organization can improve quality of decision making and create superior value to promote Organizational Performance. Therefore, the success or failure of every organization depends on the quality of decisions made by such organization. Therefore, the better the quality of decisions made, the greater the organizational performance vis-à-vis. Value chain theory represent essential tool used by any organization to promote its competitiveness and create superior value.

Concept of Employee Participation and Decision Making

According to Sofijanova and Chatleska (2013) Employee involvement is a course of involving and empowering employees on the job in order to use their effort towards achieving higher individual and organizational performance. Employee Participation is also defined as a direct participation or engagement of employee to help an organization fulfill its mission statement and meet its core objectives values by applying their own innovations, expertise, and efforts towards solving problems and making decisions (Bullock & Powell, N.Y). Similarly, Westhuizen (2010) also defined Employee Participation as "the entirety of forms, that is direct (personal or by the employee) or indirect (through the legislative body of the employees) by which persons, groups, collectives sheltered their welfare or throw in to the decision making process". On the other hand, Beardwell and Claydon (2007) defined Employee involvement as the distribution of power between employer and employee in decision making of the firm, either through direct or indirect participation. In addition, employee participation also refers to employee participation in decision making at the firm (Busck, Knudsen, & Lind, 2010).

Employee involvement represents the grouping of task-related practices, which aim at increasing employees' sense of participation in their work place and their obligation to the wider firm (Bhatti & Nawab 2011). The significance of this definition lies in the fact that, it visibly brings out the two forms of employee involvement in decision making, namely direct (by employees themselves), and indirect (through their legislative body). Individuals in different organizations make decisions daily, weekly, monthly or annually either directly or indirectly depending on the desires. In most organizations, decision making ability is centralized or concentrated on the top management position to use his/her powers to promote issues that will promote organizational goal. Employee participation in decision making has been acknowledged as a managerial tool for regain organizational performance by striving for the shared goals of employees and employers. This is actualized by allowing workers contribution in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employee participation in decision making has become a important topic in human resource management (HRM), and is regarded as one of the driving tools of employee voice, which many management scholars have observed to be a growing management concept (UK Essays,2013).

Vrba and Brevis, (2002) also defined Decision making as the process of selecting the best method of solving a problem. Marchington (1980) argue that people no longer accept decisions without been part of the processes to enable than to influence the final outcome. Hirshman (1970), (cited in Mitchell, 1996) opine that when employees do not play a role in decision making, they often feel inhibited and having feelings of leaving the organization. Perhaps it is for this reason that modern management shows a greater need to increase their organization's effectiveness through the participative mechanism. It is now recognized that the participation of various people in decisions can have a positive impact both on the quality of the decision and on the assurance that people feel towards the decision.

Decision making entails the mapping of likely penalty of decisions, identifying the significance of human being factors, and selecting the best method of action to take" (Florence, 2011). Moorhead and Griffin, (2004) also argues that it is a method of choosing between alternatives. Related to this, Greenberg (2011) argue that both personal and group decision making is very hard and intricate to achieve, though the upshot depends on firms, where the stakes are substantial and the impact is well-known (Greenberg, 2011).

Organizational Productivity

Organizational productivity has been the most important issue for every organization, be it a profit or non-profit one (Adubasim, Adelaiye & Adim, 2018). However, defining, conceptualizing and measuring productivity have not been an easy talk (Adubasim et al, 2018). Lebans & Euske (2006) define productivity as a set of financial and non-financial indicators which offers information on the degree of achievement of objectives and results. Organizational productivity encompasses three specific areas of firm outcomes: (1) financial productivity (profits, return on assets, return on investment); (2) market productivity (sales, market share); and (3) shareholder return

Organizational productivity involves the recurring activities to establish organizational goals, monitor progress towards the goals, and make adjustments to achieve those goals more effectively and efficiently (Richard, Devinney, George & Johnson, 2009). The assumption that knowledge management is needed for knowledge accumulation to result in improved organizational productivity possibly arises from the fact that researchers have opposing views about the impact of knowledge on organizational productivity (Vera & Crossan, 2003). It is expected that a particular category of knowledge, which is valuable, rare, inimitable and non-substitutable would lead to increased productivity (Barney, 1991). On the other side of the discussion are authors who do not see a direct relationship between knowledge and productivity. Organizations can always attain knowledge that may not lead to intelligent behaviour (McKeen, et al, 2006). Leonard (1992) states that core rigidities due to deeply embedded knowledge sets hinder innovation. In conclusion, Vera and Crossan (2003) suggests that the knowledge that is relevant may have a positive effect on organizational productivity

Measures of Organizational Productivity

Different measures of organizational productivity exists. The once nominated were a function of the type of study area that is SMEs. For this study, the measures are: profitability and market share.

Profitability

Profitability refers to money that a firm can produce with the resources it has. The goal of most organization is profit maximization (Niresh & Velnampy, 2014). Profitability involves the capacity to make benefits from all the business operations of an organization, firm or company (Muya & Gathogo, 2016). Profit usually acts as the entrepreneur's reward for his/her investment. As a matter of fact, profit is the main motivator of an entrepreneur for doing business. Profit is also used as an index for performance measuring of a business (Ogbadu, 2009). Profit is the difference between revenue received from sales and total costs which includes material costs, labor and so on (Stierwald, 2010). Profitability can be expressed either accounting profits or economic profits and it is the main goal of a business venture (Anene, 2014). Profitability portrays the efficiency of the management in converting the firm’s resources to profits (Muya & Gathogo, 2016). Thus, firms are likely to gain a lot of benefits related increased profitability (Niresh & Velnampy, 2014). One important precondition for any long-term survival and success of a firm is profitability. It is profitability that attracts investors and the business is likely to survive for a long period of time (Farah & Nina, 2016). Many firms strive to improve their profitability and they do spend countless hours on meetings trying to come up with a way of reducing operating costs as well as on how to increase their sales (Schreibfeder, 2006).

Market Share

Market share refers to the percentage of sales a company has in a specific market within a specific time period. Higher market share translates into higher profits. Gaining or building market share is an offensive or attack strategy to improve the company’s standing in the market (Sarkissian & Schill, 2010). Market share is a measure of the consumers' preference for a product over other similar products. A higher market share usually means greater sales, lesser effort to sell more and a strong barrier to entry for other competitors. A higher market share also means that if the market expands, the leader gains more than the others. By the same token, a market leader - as defined by its market share - also has to expand the market, for its own growth (Schnaars, 1998). There are many different ways to increase market share; companies usually use a combination of strategies. Sometimes something as basic as increasing advertising can have huge effects, as can adjusting pricing. Breaking products into groups and targeting them at specific demographics can also increase this percentage, as can making of complementary products. Another strategy is improving the product or service itself, which can attract customers from competitors, though this can be difficult, so many companies try to grow along with a growing market rather than trying to take business from the competition (Sliden, 2014).

Market share is a key indicator of market competitiveness; how well a firm is doing against its competitors. This metric, supplemented by changes in sales revenue, helps managers evaluate both primary and selective demand in their market. It enables them to judge not only total market growth or decline but also trends in customers' selections among competitors. Generally, sales growth resulting from primary demand (total market growth) is less costly and more profitable than that achieved by capturing share from competitors. Conversely, losses in market share can signal serious long-term problems that require strategic adjustments. Firms with market shares below a certain level may not be viable. Similarly, within a firm's product line, market share trends for individual products are considered early indicators of future opportunities or problems (Armstrong and Greene, 2007).

Employee Participation and Organizational Productivity

As mentioned earlier, Employee Participation is a special form of entrustment in which the subordinate gain greater control, freedom of choice with respect to bridging the communication gap between the management bodies and employee. It refers to the degree of employee participation in organizational strategic planning activities (Noah, 2008). Beardwell and Claydon (2007) also pointed that, Employee Participation also involves the sharing of power between management bodies and workers in decision making processes, either through direct or indirect participation. Participation in decision making encourages the involvement of manpower at all levels of an organization to analyze problems from different perspective, develop new strategies, and implements solutions in the workplace (Busck et al. 2010). It gives employees the chance to use their human capital or intellectual capital, to improve quality of decision making in the organization.

Organizational Productivity is described as outcome of input as a result of setting a goals and objective of an organization by upholding mission statement as guarding principle to achieving the stated goals (Richard, Devinney, Yip, & Johnson. 2009). It consists of three specific areas of an organizational outcomes: (a) financial performance (profits, return on assets, return on investment); (b) product market performance (sales, market share); and (c) shareholder return (total shareholder return, economic value added).

From the foregoing arguments, we hereby hypothesized thus:

$H0_1$: There is no significant relationship between employee participation in decision making and profitability of SMEs in Bauchi state.

$H0_2$: There is no significant relationship between employee participation in decision making and market share of SMEs in Bauchi state.

METHODOLOGY

The study adopted the cross-sectional survey method in the generation of data. The target population of the study is the entire SMEs registered with SMEDAN in Bauchi State totaling 364. The sample size was obtained using the Krejcie and Morgan (1970) table for determining minimum

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returned sample size for a given population. For our population, the table placed our sample size at one hundred and eighty three (183). The sample size therefore is 183 and will be used for the study. The sampling procedure to be used in this study is the purposive sampling technique which focused on owners and operators. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing with the aid of the SPSS Package version 23.

Table 1: Reliability statistics for the instruments

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Employee Participation In Decision Making	5	169	0.786
2	Profitability	5	169	0.843
3	Market Share	5	169	0.885

Source: Research Data, 2021

Data Analysis and Results

Bivariate Analysis

The test of hypothesis cover hypotheses Ho_1 and Ho_2 which were bivariate and all stated in the null form. We have relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p>0.05$) or rejecting the null hypotheses at ($p<0.05$).

We commenced by first presenting a proof of existing relationships.

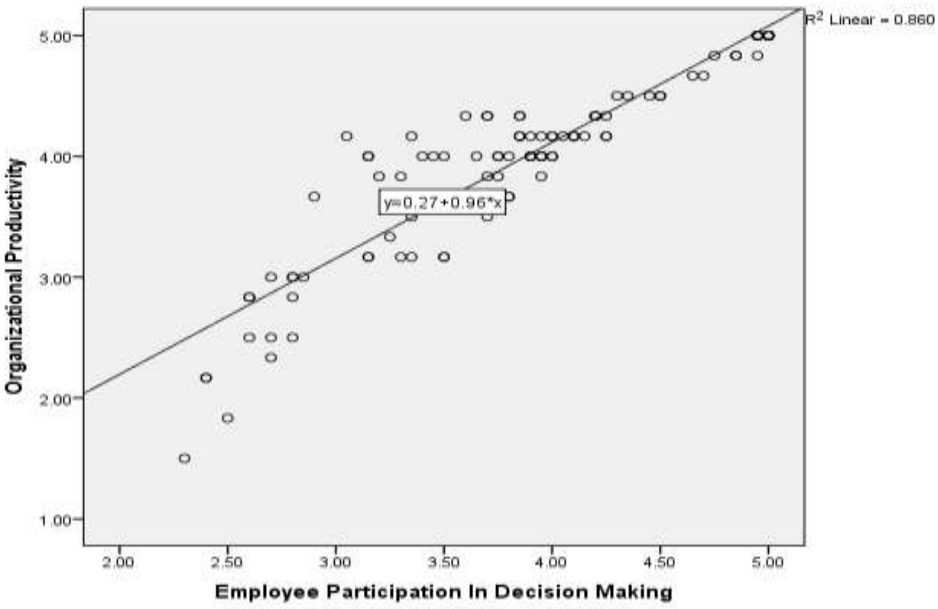

Figure 2: Scatter plot relationship between Employee Participation in Decision Making and Organizational Productivity

The scatter plot graph shows at R^2 linear value of (0.860) depicting a very strong viable and positive relationship between the two constructs. The implication is that an increase in employee participation in decision making, simultaneously brings about an increase in the level of productivity in an organization. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

Table 2: Correlation Matrix between Employee Participation in Decision Making and Organizational Productivity

			Employee Participation In Decision Making	Profitability	Market Share
Spearman's rho	Employee Participation In Decision Making	Correlation Coefficient	1.000	.703**	.724**
		Sig. (2-tailed)	.	.000	.000
		N	169	169	169
	Profitability	Correlation Coefficient	.703**	1.000	.932**
		Sig. (2-tailed)	.000	.	.000
		N	169	169	169
	Market Share	Correlation Coefficient	.724**	.932**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	169	169	169

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data June, 2021 (SPSS output, version 23.0)

The table above illustrates the test for the two previously postulated bivariate hypothetical statements.

$H0_1$: There is no significant relationship between employee participation in decision making and profitability of SMEs in Bauchi state.

The correlation coefficient coefficient 0.703 showed that there is a strong and positive relationship between employee participation and profitability. The p value 0.000<0.05 indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee participation in decision making and profitability of SMEs in Bauchi state.

$H0_2$: There is no significant relationship between employee participation in decision making and market share of SMEs in Bauchi state.

The correlation coefficient coefficient 0. 724 showed that there is a strong and positive relationship between employee participation and profitability. The p value 0.000<0.05 indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between employee participation in decision making and market share of SMEs in Bauchi state.

Discussion of Findings

The findings revealed a strong and positive significant relationship between employee participation in decision making and organizational productivity using the Spearman's rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that employee participation in decision making has a significant positive relationship with organizational productivity (profitability and market share). This finding however supports the views of Irawanto (2015), who examined employee participation in decision-making: evidence from a state-owned enterprise in Indonesia. The result from the research showed that there is a positive significant relationship between participation in decision making and motivation in state owned enterprise in Indonesia. Similarly, Ojokuku and Sajuyigbe, (2014), studied the Effect of Employee Participation in Decision Making on Performance of Selected Small and Medium Scale Enterprises in Lagos, Nigeria. The study revealed that employee participation in decision making have highly influence on the impact of organizational performance of the SMEs.

Isichei and Godwin, (2015) conducted on a research on Decision making and the hospitality industry in Nigeria, a study of selected hotels in the federal capital territory in Abuja. The findings from the result showed that employee participation in decision making had great impact on the performance of hotels in Nigeria. Abdulrahman (2016) examined Employee Participation in Decision-making (PDM) and Firm Performance. The result of the study revealed that there is a positive significant relationship that exist employee participation in decision making and firm performance.

Nuzhath (2014) studied Employee participation and its impact on their Performance. The findings in different BPOs revealed that an excellent performance of the organization and employer-employee relation depends highly on employee participation in decision making. Based on that, the study conducted stated clearly that there is greater significant link between employee participation in decision making and their performance towards the organization.

Dede (2019) examined Employee Participation in Decision Making and Organizational Productivity: Case Study of Cross River State Board of Internal Revenue, Calabar. The result showed that employees participate in the decision making of the organization becomes easy and creates a good working environment, increase workers commitment and satisfaction on decisions taken and also increase employee's moral since they feel recognized and part of team players in the organization and direct consequences of all these increase productivity within the organization.

Umar (2019) examined the relationship between employee‟s participation in decision making on organizational performance. The research work found out that involving employee in decision making is very vital and important in achieving the highest peak in performance of an organisation. In addition, Employees‟ participation in decision making positively affect their morale and enhances productive efficiency in the organization. Employee participation in decision making in an organization influence them positively by making them give in their very best to growth and development of the organisation and Employee‟s nonparticipation in decision making in an organisation can result to conflict between management and employees and lead to indifferent to the decision-making reached by the organizational productivity.

Harpreet (2019) examined the impact of employee participation in decision making on organizational productivity. Employee participation in decision making has been found to have favorable effects on employee attitude, commitment and productivity even also on the efficiency of the managers. Thus participative management should be seen as an inevitable tool in any organization both public and private. However before this could be done or undertaken, a thorough examination of the organization policy should be looked into and amended to affect this.

CONCLUSION AND RECOMMENDATIONS

This paper examined the relationship between employee participation in decision making and organizational productivity of Small and Medium Scale Enterprises in Bauchi State, Nigeria. Findings of this result revealed that employee participation has significant relationship with profit and market shares of Small and Medium Scale Enterprises in Bauchi State, Nigeria.

It can therefore be concluded that the importance of employee participation cannot be underestimated because it motivates employee to be committed to the organization thereby boasting profit and market share of these SMEs. The implication of this for SMEs owners and operators is that they need to pay particular attention to the need for involving their employees in decision making. The study therefore concludes that employees' participation in decisions making is another boast to organization productivity

The study thus recommended that:

- Management must make it a part of its standard policy to ensure all employees opinions, suggestions, view are subjected to their merit and accepted where applicable after employees‟ consultation.
- Employees should be allowed to make contribution in policy development as they play a major role in policy implementation and this among others will increase organizational productivity through employee delegation.

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