

**Employees' Involvement in Decision-Making on Promotion Issues and their Job
Performance in Private Companies in Cross River State - Nigeria**

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Abstract

This study examined the influence of staff participation in promotion-related decision-making and their job performance in Cross River State, Nigeria. Data were collected through the administration of a questionnaire. The questionnaire was face-validated by experts in tests and measurements. Afterwards, the draft copies were trial tested on 50 workers in three companies that did not form the final sample of the study. The instrument had a Cronbach Alpha reliability of .76. Copies of the questionnaire were then administered to a random sample of 720 employees of private companies in Cross River State. The data were analyzed using simple linear regression to determine the significance of the finding. The result showed that staff job performance was significantly influenced by their participation in decision making regarding their promotion. Based on the findings, it was recommended among others that employers should encourage the participation of labour in decisions that pertain to employees' promotion.

Keywords: Business, decision-making, employees, job performance, promotion and private companies.

Introduction

Organizations, no matter the sophistication of their machinery, still depend on human resources to put the machines to use. One of the things that motivate employees to remain in an employment and put in their best to ensure the success of the organization is the hope of advancement. That is why employees tend to be jittery if they are kept in the dark about the conditions of their service especially as it concerns their promotion. Staff promotion, according to Arikpo (2002), is an upward movement in rank and salary. When this happens, people tend to put in more effort with a view to receiving higher emolument. Ekabua (2010) maintained that money (financial incentive) is the most obvious extrinsic reward, which provides the carrot that most people want, and is a means to achieving a number of different ends. Glueck 1976 described promotion at work

as an upward change of position for a person, normally involving greater supervision, responsibility and different duties from those of the previous position.

A major contention between labour and management has always been the issue of promotion from a lower rank to a higher one. Supporting this view, Arikewuyo (2004) observed that the conditions of service of academics and staff of other organizations which include, staff promotion, etc. has always been a major contentious issue between management and labour. In a related opinion, Ojokuku and Sajuyigbe (2014) recognized employee participation in decision-making regarding their salaries, fringe benefits and upward mobility as a crucial mechanism for increasing the productivity of the company.

Individual workers and their unions have bases for getting involved in decisions that lead to their promotion in all forms of work organizations (Arikpo, 2014). For instance in the case of academic staff in both public and private organizations, usually they are relied upon to submit copies of their published articles/documents to the appointment and promotion committees.

Employee involvement in decisions regarding staff promotion may depend on the nature of the organization and its method of measuring employee performance as well as organizational productivity. In the case of the private sector, (non-academic organizations) Ekabua (2010) investigated workers' participation in decision-making regarding staff promotion and labour-management relations at United Cement Company Limited of Nigeria, Niger Mills Company Limited; Stenco Construction Company Limited and Oranscom Construction Company, all of which are located in Akamkpa and Calabar, Local Government Areas; Cross River State; Nigeria. The result showed that participation in decision making on staff promotion and labour management relations did not significantly relate with labour-management relations ($r=0.06$; $P>.05$). The null hypothesis was retained because the calculated r -value of 0.06 was found to be less than the critical r -value of 0.09.

In a related study, Eyo (2012) investigated employees' motivational strategies and workers' productivity in selected financial institutions in the southern senatorial district of Cross River State, Nigeria. Participants were 350 staff from 26 banks and 150 staff from 18 insurance companies located in Akpabuyo, Akamkpa, Calabar Municipality and Calabar South Local Government Council Areas. The ANOVA was used in testing the null hypothesis. The result showed that workers' motivation through enhancement of status (staff promotion) enhanced their productivity.

In a similar empirical study at Ghana, Akuoko, Dwumah and Ansong (2012) related "employee involvement in decision-making with workers' performance in selected organizations in Ashanti Region of Ghana. The main objective of the study was to investigate how involvements of employees' decision-making affect workers' performance in organizations. Based on the analysis and interpretation of the data, it was found out among others that:

- i. In an answer to a question on the role of employee involvement in decision-making, 62% of the respondents indicated that their involvement in decision-making enabled them to be committed to organizational goals.
- ii. It was found out that 80% of the respondents were male. Also, 74% of the respondents were married, 37.6% and 47.4% had primary and secondary

education respectively and that 89.2% of the respondents were unionized employees.

It was revealed that majority of the respondents who were married favoured involvement in decision-making concerning pay rise or pay determination, which comes about with increase in rank or employee's promotion. Similarly, Armstrong (2003) in Arikpo (2002) argued that money (financial incentive) is the most obvious extrinsic reward, which provides the carrot that most people want, and is often associated with upward movement in rank.

Purpose of the study

The study sought to find out if workers involvement in decision –making on staff promotion had any significant influence on job performance. Specifically, the study sought to:

1. Find out if workers' involvement in decision making on promotion has any influence on their job performance.

Research hypothesis

1. Workers' participation in promotion-related decision making does not significantly influence employees' job performance.

The independent variable in this hypothesis is workers' involvement in decision making on staff promotion issues, while the dependent variable is employees' job performance. To test this hypothesis, linear regression was applied to the data.

Result

The result shows that the analysis of variance in the regression output produced an F-ratio of 59.159, was statistically significant at .05 probability level. Based on this result, the hypothesis was rejected. This means that workers' involvement in decision-making on staff promotion issues significantly influences employees' job performance. The result also shows a correlation coefficient (R) of .270 and a coefficient of determination (R^2) of .073. The result is presented in Table 1.

TABLE 1

Summary of simple linear regression analysis of the influence of workers' involvement in decision making on staff promotion issues and employees' job performance

Model	Sum of Squares	Df	Mean Square	F-ratio	p-level
Regression	909.804	1	909.804	59.159	.000
Residual	11549.591	751	15.379		
Total	12459.394	752			

*p<.05

R= .270; R^2 = .073

This implies that 7.3% of the variance in employees' job performance was accounted for by workers' involvement in decision making on staff promotion issues.

Thus, 92.70% of the variance in employees' job performance may be attributed to the effect of other variables extraneous to the study.

Discussion of findings

The result obtained from the analysis of variance in the regression output produced an F-ratio of 59.159, was statistically significant at .05 probability level. Based on this result, the null hypothesis was rejected. This means that workers' involvement in decision-making on staff promotion issues significantly influences employees' job performance.

This result was consistent with the views of Arikewuyo (2004), Arikpo (2002) and the findings of an empirical study by Eyo (2012). for instance, Arikpo (2004) observed that a contentious issue between the government (of Nigeria) and ASUU is that of conditions of service of academics covering such areas as; staff promotion, salaries and allowances, retirement and pension etc. However, the result of the findings of the present study is at variance with that of Ekabua (2010) whereby participation in decision making by workers was found not to be directly related to labour-management relations and indeed productivity. Similarly, Mali (1978) argued that money might not influence productivity or job performance. He concluded by saying that the physiological and security needs provided by money have not fully satisfied the need for improved productivity. Moreover, as is often the case with public sector employees in Nigeria and perhaps other countries like Britain, the impact of wage increase, according to Ekabua (2010:43), productivity and job performance have no relationship with one another. Moreover, they argued that there exist several instances where staff promotion and cash gains arising there from have induced some workers to spend more time outside their officially assigned duties to enjoy the increased earnings.

Nevertheless, Ojokuku and Sajuyigbe (2014) have argued that employees' participation in decision-making is a recognized managerial tool for improving organizational performance by striving for the shared goals of employees and managers. This is actualized by allowing workers' inputs in developing the mission statement, establishing policies and procedures, determining pay, promotion, and perks (p.93). Similarly, Arikpo (2002) disclosed that an upward movement in rank and salary tended generally to influence people to put in more effort in what they do, which earned them promotion with a view to receiving higher emolument.

Conclusions

For organization to remain profitable and relevant in the business competition, they must have a competitive edge over others. Often, this edge is brought about by a combination of human factors. Therefore, any dissatisfaction by employees' could hinder company productivity and competitiveness. One area where workers dissatisfaction may manifest is when they seem to be excluded from participating in decision making especially when it has to do with their upward mobility in the workplace. From the study, it could be concluded that when staff participate in making decision concerning their career advancement, they are likely to increase their job performance.

Recommendation(s)

From the findings of this study, the following recommendations are offered:

1. Management should involve all categories of their employees in the decision-making that affects employees' promotion issues. Such issues may include the requirement for promotion from one rank to the other within the organization.
2. Labour should proactively engage management to ensure that labour is integrated into the decision-making process regarding staff promotion.
3. Government should make legislation that mandates employers to allow the participation of labour in decision-making, especially when it pertains to promotion.

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