
EFFECT OF WORKFORCE INVOLVEMENT ON ORGANIZATIONAL EFFECTIVENESS OF CHAMPION BREWERIES PLC IN AKWA IBOM STATE

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Abstract

The study determined the effect of workforce involvement on organizational effectiveness of Champion Breweries Plc. Akwa Ibom State. The specific objectives are to determine the effect of participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State. The study adopted a survey research design. The researcher adopted primary source of data to collect information from the respondents. The population of the study 238 consist of the entire staff of Champion Breweries Plc. Akwa Ibom State. The sample size of the study was 149 respondents. A total of numbers of one hundred and forty-nine (149) questionnaires were distributed to the respondents in the study area. Out of this number a total of one hundred and thirty-nine (139) were returned while ten (10) were rejected as a result of irregularities in the response pattern which constitute 93.2% that formed the basis of this study. The simple random sampling method was used to gather information from the respondents. Regression model was employed, to test the relationships between dependent and independent variables of the study. The findings of the study stated that there is a significant effect of participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State with p -value $=.015 < .05\%$ significance level. The study recommended that Organization under the study should encourage employees to give meaningful suggestions and participate more in decision making as this enhances organizational performance.

Keywords: *Workforce Involvement, Participation, Job Satisfaction and Organizational Effectiveness.*

BACKGROUND OF THE STUDY

Workforce involvement is generally described as an attachment to one's job that exceeds normal levels of commitment. The employee can become so involved with his job that it affects performance in other life role areas. "The degree to which an employee is engaged in and enthusiastic about performing their work is called job involvement". Business managers are typically well aware that efforts to promote workforce involvement among staff tend to pay off substantially since employees will be more likely to assist in furthering their company's objectives. Consequently, workforce involvement is the willingness of a person to work hard and apply effort beyond normal job expectations (Adebayo, 2012). In organizations today; job involvement in decision making is seen as an individual's psychological identification or commitment to his / her job (Kanungo, 2012). It is the degree to 'which one is cognitively preoccupied with, engaged in, and concerned with one's present job.

Workforce involvement involves the internalization of values about the goodness of work or the importance of work in the worth of the individual (Lodahl & Kejner, 2015). As

such employee who display high involvement in their jobs consider their work to be a very important part of their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. In other words, for highly involved individuals performing well on the job is important for their self-esteem (Lodahl & Kejner, 2015). It is therefore very proper and practical for organizational leaders to not only function as figure head but to also function as manager who can inspire and motivate a staff to be highly committed and effective in delivery of its job this in the long run that will bring about organizational goal and objectives.

Interestingly, workforce involvement is argued to be associated with; a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work (Saks, 2006). Similarly, the factors that most influence workforce involvement and engagement are fairness, care and concern for employees, and trust. In order to meet these criteria, firms have followed a multitude of paths in a quest to connect human resource and management strategies with bottom-line financial success.

Workforce Involvement in the workplace is an attempt to measure the extent to which an individual considers the work essential and the performance achieved as a form of appreciation for him or her. In other words, job involvement is an employee's engagement to his/her work. Workforce Involvement is defined by employees' dedication and concern for their work, a feeling that will psychologically get the employee to complete the task, and full confidence in his ability to get the job's complete. Furthermore, some researchers revealed that job involvement and engagement play an essential role in determining organization effectiveness (Bedarkar, & Pandita, 2014). This study examined effect of workforce involvement on organizational effectiveness of Champion Breweries Plc. Akwa Ibom State.

Statement of the Problem

In Nigeria especially in South-South today there has been a lot of controversy as to whether an employee would participate in managerial decision making or not. Many researchers argued that workforce should contribute in decision making especially where it affects them or their job (Adeola, 2004). The major problem to employee participation and involvement is resistance to change by management. Managers create an organizational culture that reflects their own philosophies and style of management and reinforce their strategies and control. Workforce involvement and decision-making poses threat to an autocratic manager. Many managers tend to resist participation because it is contrary to their habits that formed their ways of thinking and behaving. Workforce involvement in decision making may lead to low performance in an organization, non-participation in decision making demoralize employee and employee non-participation result to conflicts between management and employees and also lead to indifferent to the decision reached by the organization. If management does not indulge in employees' endorsements, employees rapidly conclude that management has no interest in their ideas. Many researchers have taken a more universal approach to studying employee participation, arguing the participative decision making requires a certain context over and beyond a set of programs and techniques.

Without redesigning of work, workforce involvement efforts can have a negative effect. Despite of the fact that manufacturing companies have done much in their

respective organizations, failure or lack of workers involvement results to poor quality services, lost customer retention, turnover, lost morale, performance and lost profits of the organization (Aw, Roberts, & Winston, 2007). Conversely, bad policy and lopsided decision making seem to be among the major challenges inhibiting the progress of manufacturing firms in Nigeria, which has created many unresolved problems between management and the employees in the organisation, result in chains of industrial actions and faceoff between management and employees. The inabilities of management in developing good policy, knowledge, protocols, and skill that incorporate support and optimal decision design for their organisation is troubling and this seems to be the norm rather than the rule in companies in Nigeria which have retrograded and repressed the performance of these companies in recent times. It is against this backdrop, that the study determined the effect of workforce involvement on organizational effectiveness of Champion Breweries Plc. Akwa Ibom State.

Objectives of the Study

The broad objective of the study is to determine the effect of workforce involvement on organizational effectiveness of Champion Breweries Plc. Akwa Ibom State. The specific objectives are to:

- i. Determine the effect of participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State.

Research Questions

What is the effect of participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State?

Research Hypotheses

Ho₁: There is no significant effect of participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State.

REVIEW OF RELATED LITERATURE

Workforce Involvement

Involvement refers to the level of participation by members in an organization's decision-making process. It also refers to the sense of responsibility and commitment thereby engendered. Involvement entails building human capacity, ownership and responsibility. It is very necessary as it leads to united vision, values and purpose. Employee Involvement is also called participative management and it refers to the degree to which employees share information, knowledge, rewards, and power throughout the organization. McShane and Von Glinow (2009) opine that when there is job involvement, employees have some level of authority in making decisions that were not previously within their mandate. They stated that employee Involvement extends beyond controlling resources for one's own job; it includes the power to influence decisions in the work unit and organization. The higher the level of Involvement, the more power people tend to have over the decision, process and outcomes. Along with sharing power, employee Involvement requires sharing information and knowledge, because employees require more knowledge to make a meaningful contribution to the decision process (McShane and Von Glinow, 2009). Employee participation has become an important part of corporate decision-making because it is an integral component of knowledge management. This implies that corporate

leaders are realizing that employee knowledge is a critical resource for competitive advantage and as such, they are encouraging employees to share this knowledge.

Different forms of workforce involvement exist in organizations. Formal participation occurs in organizations that have established structures and formal expectations that support this form of participation. Informal participation occurs where casual or undocumented activities take place at management discretion. Job involvement can also be voluntary or statutory. It is voluntary when employees participate without any force or law. It is statutory when government legislate its activities (e.g. Codetermination which varies from country to country).

Employee participation can also be direct or indirect. Direct participation occurs when employees personally influence the decision process. Representative participation occurs when employees are represented by peers (e.g. work council in the European Codetermination system) (McShane & Von Glinow, 2009). A moderate level of workforce involvement entails when employees are more fully consulted either individually or in-group. They are told about the problem and offer their diagnosis and recommendations, but the final decision is still beyond their control. Employees reduce cost through recommendations to senior executives. The highest level of involvement occurs when employees have complete power over the decision process. They discover and define problems, identify solutions, choose best option, and monitor the result of their decision (McShane & Von Glinow, 2009).

Involvement is the degree to which the employees of an organization are willing to work. Individuals willing to work hard are highly involved, whereas individuals without this willingness are lowly involved. Workforce involvement has been conceptualized as the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job. Job involvement is defined as "psychological identification with a job" (Kanungo, 2012). This definition implies that a job involved person sees her or his job "as an important part of his self-concept" and that jobs "define one's self-concept in a major way" (Kanungo, 2012).

Two components of workforce involvement have been identified job involvement in the role (JIR) which is the degree to which one is engaged in the specific tasks that makes up one's job and job involvement in the setting (JIS) which indicates the degree to which one finds carrying out the tasks of one's job in the present job environment to be engaging. An employee is likely to be satisfied and develop a strong attachment to an organization that possesses a certain level of prestige (a favorable reputation) as part of his/her connection with glory. Strong identification with one's organization may translate into a high degree of job involvement. On the other hand, some researchers also argue that job involvement is a personal characteristic. Therefore, it is less likely to be influenced by organizational factors and more likely to be influenced by personal characteristics.

THEORETICAL FRAMEWORK

Social Exchange Theory by Saks (2006)

This theory provides a hypothetical basis to discuss why employees become more or less engaged towards their works. The proposal of social exchange theory is that obligations are made through a series of interactions between parties who are in a state of reciprocal interdependence. It is a give and take relationship and perceived fairness between the two parties which dictates how successful the relationship is. The basic rule of social exchange

theory is that the relationship grows over time into trusting, loyal and mutual understanding as long as the parties stand by certain rules of exchange. Therefore, one effective technique for an employee to pay their organization is through their level of engagement towards their work. Saks (2006) argued that the level of engagement of the employees is largely dependent upon the facilities and resources which they receive from their organization. By making full involvement towards their works and dedicating higher amount of cognitive and emotional and physical resources is an important way for every employee to respond to the organizational action. When the employees receive resources from their employer, they feel they "owe" the organization by becoming more engaged and bring themselves more into their works effectively to repay their organization. When an organization fails to provide these kinds of resources, employees are more likely to withdraw and disengage themselves from their work. Therefore, all of the resources; cognitive, emotional and physical which an employee brings to their works are provisional on the resources which they receive from their organization (Kahn, 1990). Thus, employee involvement and engagement consist of psychological and emotional connection between employees and organization that leads to positive or negative performance at work.

Empirical Review

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

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

Owolabi and Abdul-Hameed, (2011), research examines the relationship between employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria. Data were generated by means of questionnaires to 670 manufacturing firms on employee involvement in decision making and performance variables. Responses from the survey were statistically analysed using descriptive statistics, product moment

correlation, regression analysis and Z-test (approximated with the independent samples t-test). The results of the study indicate a statistically significant relationship between employee involvement in decision making and firms' performance as well as reveal a significant difference between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee involvement in decision making are shallow. The findings also reveal the involvement of participating firms in employee involvement in decision making. The implications of the study include the need for manufacturing firms to demonstrate high level of commitment to employee involvement in decision making for performance enhancement.

Gap in Literature

The gap in this literature is very much obvious; literarily its being noticed that most of the topics being used for research in this present day have been over floured as a result researchers no longer conduct research from the deep. In this study the researcher presented and discussed many ideas that are related to the workforce involvement on effectiveness. Several authors has propounded on this study in different study areas, but most of them were conducted in the developed countries, but unfortunately there are limited studies in developing countries that attempted employee involvement and engagement on organizational effectiveness to the best of my knowledge, there is no such study that has been made to examine effect of workforce involvement on organizational effectiveness of Champion Breweries Plc. Akwa Ibom State.

METHODOLOGY

The study adopted a research design. The collection of data includes survey collection, use of questionnaires. The researcher adopted primary source of data to collect information from the respondents. The population of the study (238) consists of the entire staff of Champion Breweries Plc. Akwa Ibom State. Thus, the sample size of the study was 149 respondents. A total of numbers of one hundred and forty-nine (149) questionnaires were distributed to the respondents in the study area. Out of this number a total of one hundred and thirty four (134) were returned while fifteen (15) were rejected as a result of irregularities in the response pattern which constitute 89.9% that formed the basis of this study. The simple random sampling method was used to gather information from the respondents. This method was used because it assigns equal probability to each unit of the population to be included in the sample. The methods used in this study to gather data was a set of questionnaire. Various types of questionnaire include; Structured questions and a rating scale of 5 point Likert such as 5 (SA); 4 (A); 3 (UN); 2 (SD); 1 (D). It is easier to score, tabulate and analyze and it is more objectively and reliably score. In this technique the respondents will only to tick the correct option to the question or statement according to their opinions. Statistical Package for Social Science (SPSS) software aided in data analysis. Thus, to test hypotheses regression model was employed, to test the relationships between dependent and independent variables of the study.

Data Presentation

Table 1: Determine the effect of participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State

RESPONSES	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	SD
Employee involvement enhance job satisfaction	110	20	4	-	-	657	4.7	.754
Employee contribution improve job satisfaction	78	42	-	10	4	587	4.2	.978
Employee responsibility enhance job satisfaction	56	49	4	15	11	533	3.8	1.52
Professional and personal growth boost job satisfaction	110	24	-	-	-	671	4.8	.750
Employee rewards and recognition enhance job satisfaction	100	30	-	4	-	638	4.6	.825

Source: Field Survey, 2024

The result in Table 1 reveals the decision rule mean score of \bar{x} 3.00 was used to take decision on all the five (5) statements aimed to determine the effect of participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State. Majority of the respondents with the highest means of 4.8, 4.7, 4.6, 4.2 and 3.8 strongly agreed that professional and personal growth boost job satisfaction, employee contribution improve job satisfaction, employee responsibility enhance job satisfaction, leader behavior increases participation, personal growth improves participation, interpersonal relationships enhance participation, employee involvement enhance job satisfaction and employee rewards and recognition enhance job satisfaction.

Testing of Hypotheses

Ho₁: There is no significant effect of participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State.

Table 2: Regression analysis on participation on job satisfaction

Variable	Parameters	Coefficient	Std error	t – value	Sig
Constant	β_0	0.058	0.057	1.017	.000
Participation (X ₁)	β_1	0.082	0.072	1.139**	.015
R-Square		0.690			
Adjusted R – Square		0.546			
F – statistics		7.125***			

Source: Field Data, 2024

Table above shows the coefficients of participation on job satisfaction. The coefficient of multiple determination (R^2) was 0.690 which implies that 69.0% of the variations in dependents variables were explained by changes in the independent variable while 31.0% were unexplained by the stochastic variable indicating a goodness of fit of the regression model adopted in this study which is statistically significant at 1% probability level.

The coefficient of participation was statistically significant and positively related to job satisfaction at 5 percent level (1.139**) with p-value =.015<.05% significance level. This implies that there is a significant effect of participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State.

SUMMARY OF FINDINGS

- i. There is a significant effect between participation on job satisfaction of Champion Breweries Plc. Akwa Ibom State.
- ii. There is a significant effect between workforce involvement on organizational effectiveness of Champion Breweries Plc. Akwa Ibom State.

CONCLUSION

Workforce involvement and decision-making drives commitment. When employees are given opportunity to involve in matters that concerned them, they began to see themselves important members of the firm, and try as much to ensure that such decisions succeed. In doing this, they consciously or unconsciously, get more committed to the realization and actualization of the organization's goals and objectives. Thus, the need for organizations to achieve high level of employee participation is a call for introduction and implementation of organization's employee involvement programme and thus participation has a significant effect on job satisfaction of Champion Breweries Plc. Akwa Ibom State. The success of a good workforce involvement requires proper and timely training and development of employees on the areas of organizational processes that they are intended to be involved in. Workforce involvement helps organizations to quickly resolve problems and boost employee performance which enhances total commitment and results in organizational effectiveness. In conclusion, involvement of employees or their representatives in grievance settlement, new product design and setting of targets make the employees see final management decision as their own decision.

RECOMMENDATIONS

- i. Organization under the study should encourage employees to give meaningful suggestions and participate more in decision making as this enhances organizational performance.
- ii. Organizations under the study should communicate effectively on the expectations of employee's roles especially on how they handle management issues, treat co-workers with respect, or being accountable their work and actions.

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