ABSTRACT
This research work examined Employee’s Participation in Decision Making and Its Effect on Productivity, A study of Nigeria Breweries Plc. The objectives of the study include to: ascertain the extent of employees’ participation in decision making in Nigeria Breweries Plc, find out methods of introducing effective employee participation programme in Nigeria Breweries Plc, determine the extent of the challenges militating against effective employee participation in Nigeria Breweries Plc and identify one major benefit of employees participation in decision making in Nigeria Breweries Plc. The major instrument of data collection was the questionnaire. The sources of data were the primary and secondary sources. The population of the study was 262 while the sample size of 158 was determined using the Taro Yamane’s formula. The data collected were presented in tables, of frequencies, percentages using the five point likert scale. The hypotheses were tested using the chi-square distribution formula. The findings included that the extent of employees’ participation in decision making in Nigeria Breweries Plc is not significant as the calculated value ($\chi^2$ cal= 0.34) is $<$ ($\chi^2$ tab= 9.49), there are methods of introducing effective employee participation programme in Nigeria Breweries Plc as the calculated value ($\chi^2$ cal= 57.24) is $>$ ($\chi^2$ tab= 9.49), there are challenges militating against effective employee participation in Nigeria Breweries Plc as the calculated value ($\chi^2$ cal= 34.41) is $>$ ($\chi^2$ tab= 9.49 and there is a major benefit of employees’ participation in decision making in Nigeria Breweries Plc as the calculated value ($\chi^2$ cal= 65.32) is $>$ ($\chi^2$ tab= 9.49). The researcher
concluded that employee’s participation in decision making has a positive effect on productivity and it was recommended that management of organizations should allow employees to participate in decision making of the organization, management of organizations should adopt methods of introducing effective employee participation programme, management of organizations should try to overcome the challenges militating against effective employee participation in their organizations and management of organizations should try to find out the benefits of employee participation in decision making in their organization.

**Key Words:** Employee’s Participation, Decision Making, Productivity

**Introduction**

When an organization truly wants to create a positive work environment that is based on trust, collaborative teamwork, operational excellence and creative problem solving, then the management must provide employees with the tools and authority required to continuously improve their performance (Armstrong, 2014:106). Mitchell (2015:72), posits that one of the greatest underlying factors in the success or failure of any organization is the power of its employees, and how well that power is focused towards meeting the organization’s objectives. He went further to state that all companies operate on the strength and weaknesses of their employees and that organizations that can tap from the strengths of their employees will be stronger and more competitive than those that cannot.

Over the years, the practice of organizational management demanded that employer/management would expect that workers will do the work that is set before them (Williamson, 2014:72). While this was a perfectly typical method of getting results through others in the early days of assembly line and scientific management, it is no longer true of today’s business. The trend has changed in that management expects more from its workers than doing simply what is put before them. It has also changed in that workers expect that more can be got from them, than by simply working according to the direction of the boss. However, with the rise of such theories as “participative management” and with increasing recognition, those employees often have something valuable to contribute (beyond the accepted units of their normal job duties). Many companies are now actively seeking ways of getting employees to participate more in decisions affecting them. The worker on the other hand expects to be asked how he or her feels about his/her job, and what his/her ideas are on how the work can be done better and faster.

As pointed out by Author (2014:106), the reason for this change in emphasis is that management has discovered that there are tangible business values in soliciting and using the ideas of people at all levels in the organization. As the main objective of every
business organization is long term survival and in addition to having a competitive advantage over and above its competitors, rather than being like the biblical seeds that fell on the way side and perished. The secret of having this competitive advantage over others then lies on the productivity of the enterprise (Adebayo, 2013:145) As Schweiger (2013:84), has it, the increase in productivity can only be achieved mainly through the organizational workforce. Increase in work life and productivity in an enterprise starts with the mind. It starts with the improvement of an individual self-esteem and self worth. It starts with helping an employee develop a higher degree of self – regard. In tracing the background of this concept of employee participation in decision making, one can infer it to be a household name in many countries of the world. In the words of Locke( 2012:69), employee participation is a special form of delegation in which the subordinate gain greater control, freedom of choice with respect to bridging the communication gap between the management and worker. It refers to the degree of employee involvement in organization’s strategic planning activities. Managers provide opportunities for participation of subordinates in decision making on the basis of their merits. The advantages of employee participation in an organization include that it increases employee’s morale and enhances the productivity of the organization. It provides employees the opportunity to use their intellect which will lead to better decisions for the organization (Horenzi, 2012:162). Employee participation contributes to trust and self control, employee participation in an organization, maximizes the view point and gives diversity of perspectives and as a result of employee participation, resources required to monitor employees can be minimized. To Hellriegel (2013:7), productivity is the performance measure encompassing both efficiency and effectiveness. High performing and effective organization possess a culture of encouraging employee participation. Therefore, employees are more willing to get involved in decision making process, like goal setting, problem solving activities which result in higher performance. Unfortunately, many companies in Nigeria, do not allow their employees to participate in decision making to a high or reasonable level. It is based on this backdrop that this research has decided to examine employee participation in decision making and its effect on productivity with Nigeria Breweries Plc.

Statement of the Problem
Some managers feel that the decision making process is their sole prerogative and as such should be protected. The effect of not allowing employees to take part in the decision making process has led to: Decrease in employees’ morale: When the employees are not allowed to take part in the decision making process of the organization, they may feel that they are not part of the organization and this is likely to demoralize them. Lack of Trust and Sense of Control: When employees do not take part in the decision making process of the organization, they are likely to lack trust in the management of the organization
and this may lead to industrial conflict. Lack of diversity of perspectives and inability of employees to use their intellectual: When employees are not allowed to take part in the decision making process of their organization, the management can only take their decision based on the perspective of the management without considering the decision based on the perspective of the employees, this can lead to negative workforce diversity.

**Objectives of the Study**
The general objective of the study is to examine employee participation in decision making and its effect on productivity. However, the specific objectives include:
1. To ascertain the extent of employees’ participation in decision making in Nigeria Breweries Plc.
2. To find out methods of introducing effective employee participation programme in Nigeria Breweries Plc.
3. To determine the extent of challenges militating against effective employee participation in Nigeria Breweries Plc.

**Statement of Hypotheses**
Based on the research questions, the following hypotheses were formulated.

**Hypothesis One**
\( H_0: \) The extent of employees participation in decision making in Nigeria Breweries Plc is not significant.

**Hypothesis Two**
\( H_0: \) There are no methods of introducing effective employee participation programme in Nigeria Breweries Plc.

**Hypothesis Three**
\( H_0: \) There are no challenges militating against effective employee participation in Nigeria Breweries Plc.

**Conceptual Framework**

**Concept of Employee Participation**
Employee participation can be defined as the involvement of employees in decision making, which is concerned with shared decision making in the work situation (Mitchell, 2014:86) Locke and Schweiger (2015:92), define employee participation as a joint decision making between managers and subordinates. (Noah 2013:106) posits that employee participation is a special form of delegation in which the subordinate gain greater control, freedom of choice with respect to bridging the communication gap between the management and workers. It refers to the degree of employee’s involvement in organization’s strategic planning activities. (Wagner, 2014:98), asserts that employee participation is generally defined as a process in which influence is shared among
individuals who are otherwise hierarchically unequal. However, participation involves individuals or groups in the process. Individual participation techniques are those in which an employee somehow affects the decision making of a manager. Group participation techniques use consultative techniques and democratic techniques. Consultative techniques imply that a manager asks for and receives involvement from employees but maintains the right to handle the decision while in the democratic from, there is a full participation and the group not the individual heads and makes the final decision by consensus or majority (Luthans, 2015:86). The actual amount of participation in decision making ranges from one extreme, where the manager makes the decision and asks for no help or ideas from anyone, to the other end where the manager allows the employees to bring in their own ideas in the decision making process.

Furthermore, Williamson (2014:142), Opines that the advantages of employee participation in an organization includes:
1. It increases employee’s morale and enhances productivity: when employees are allowed to take part in the decision making process of the organization, it gives them a sense of belonging and that the organization recognizes their efforts in the day to day running of the business. The effect is that employees’ morale is increased leading to increase in productivity.
2. It provides employees the opportunity to use their intellectual, which will lead to better decision for the organization: When employees are allowed to participate in the decision making process of the organization, it gives the organization, the opportunity to listen to the opinion of employees. At times, the employees may have a better opinion than the management. This will lead to be her decisions for the organization.
3. Employee participation contributes to trust and sense of control: Trust is built among the employees, when they are allowed to take part in decisions concerning the organization. This is because the employees feel that no decision is taken behind their back. They develop a sense of trust when they are consulted before any decision is taken.
4. As a result of employee participation, resources required to monitor employees can be minimized thereby reducing cost.
5. Employee participation in an organization, maximizes the view points and give diversity of perspectives.

Features of Employee Participation
Sorenson (2013:94) states that the feature of employee participation includes:
1. Participation involves mental as well as emotional involvement of the employees.
2. It instills team work among the employees
3. It is a motivational technique
4. An employee can identify his own strengths as well as weaknesses.
5. It is an all pervasive function
6. Employees become better through contribution in the decision making process.

Factors that Influence Employee Participation

Weiss (2016:64), asserts that there are generally three (3) principal factors that influence the concept of employee participation. These are:

1. **The organization:** For effective participation to take place, the organization must provide a psychological climate conducive for participation. This means first, that it must initiate and encourage a two way flow of information. If information is directed only one way down, there is no meaningful exchange between management and employees to participate effectively. They must be made to feel that their opinions and ideas mean something that they are valued both as persons and as employees.

2. **The Manager:** As a way of encouraging effective employee participation in decision making, the manager must operate a two-way communication flow. His efforts to encourage participation, must be sincere and the freedom he can allow employees in making decisions concerning work in his department must not exceed the guidelines established by the organization. He must always remember that participation does not relieve him of authority or his responsibility for making decisions. Also, the manager must realize that he has a dual responsibility, one to his organization and the other to his employees.

3. **The Employee:** The degree to which an employee is allowed to participate, depends on his/her background and training. If the employee has no background on the subject being discussed, no knowledge and competence with respect to the problem, his opinions and suggestions will have little values. On the other hand, if the employee has considerable experience and training his advice may prove beneficial in making decisions.

Forms of Employee Participation

There are two notable ways in which employees can take part in decisions that affect them. These are: Direct participation and indirect participation.

a) **Direct Participation:** This involves the individual himself relating to decisions that concern him. Ubeku (2015:156), agrees that the aim of participation is to secure better, greater employee involvement and thereby achieving a better use of manpower skills and abilities, many of which are latent unless they are released by leadership and managerial effort. The process of direct participation of employees in managerial decision, which seeks to expose those skills and abilities, can take place in diverse ways.

1. **Consultative Management:** As the name implies, this type of direct participation entails managers consulting with their employees in order to encourage them to
think about issues and contribute their own ideas before decisions are made. Although managers do not consult on every issue, they do set a climate for consultation. However, they must be genuinely receptive to employees’ ideas, so that employees do not see that shallowness of any participative procedure that is not supported by a real desire for employee ideas.

2. **Group Discussion:** Helms (2014:92), states that this is a form of democratic management in which the manager refers a number of decisions to the employee group so that the group’s idea and influence can be made use of. At times, especially in its extreme form, managers can lose control of whatever decision, they refer to their group, because it is based on a one person one vote line.

3. **Briefing Groups:** Kemelgor (2015:72), states that these are shift and systematic means of transmitting information throughout an organization. Information of any kind is transmitted through the management system, and this is done by holding regular meetings of fairly short duration. Also, special meetings to communicate particular and vital piece of information can be called the advantage of briefing groups is that information is communicated through formal management channels; in this way, effective supervision which can be posed by other means of communication can be bolstered. Also, morale and satisfaction is enhanced as there is face to face communication between the manager and his subordinates. Some people have criticized briefing groups as nothing more than a device for managerial control of information.

4. **Work Committees:** These are groups organized primarily to consider jobs. Because of their nature, a lot of employees are involved in them and they seek ways to improve their own productivity (Zivkovic, 2013:136).

5. **Suggestion Programmes:** According to Clayton (2014:66), these are formal plans designed to encourage employees to make recommendations concerning their work and workplace. They primarily exist by written communication. Although this form of direct participation is found all over the world, it has some drawbacks. For example, as suggestions are made by written communication, the motivation that comes from face to face discussion becomes lacking.

6. **Individual Contact:** This involves a day to day and face to face exchange of ideas, opinions, information and experience between the manager and his employees on an individual basis (Arthur, 2014:78).

**Concept of Decision Making**

A decision is a choice whereby a person forms a conclusion about a situation (Ile, 2014:342). This represents a course of behavior about what must or what must not be done. It is the point at which plans, policies, objectives are translated into concrete actions. The purpose of decision making is to direct human behavior towards a future goal. If there were no alternatives, there would be no need for a decision. Thus, a
decision is the selection of alternative course of action from available alternatives in order to achieve a given objective. Decisions aim at making things happen in order to achieve an objective. Apple (2013:66), opines that it is a choice whereby a person forms a conclusion about a situation. These situations are categorized as:-

1. **Decision making under certainty**
2. **Decision making under risk**
3. **Decision making under uncertainty**
4. **Decision making under turbulence**

1. **Decision Making under Certainty:** This is a decision making condition in which managers have accurate, measurable and reliable information about the outcome of various alternatives under consideration. Thus, under conditions of certainty, we know our objectives and have accurate, measurable, reliable information about the outcome of each alternative we are considering.

2. **Decision Making under Risk:** This is a decision making condition in which managers know the probability a given alternative will lead to a desired goal or outcome. In other words, risk exist when an action leads to a set of possible outcomes, each occurring with known probability.

3. **Decision Making under Uncertainty:** This is a decision making condition in which managers face unpredictable external conditions or lack the information needed to establish the probability of certain events. Under conditions of uncertainty, little is known about the alternatives or their outcomes. Uncertainty arises from two possible sources. First managers may face external conditions that are partially or entirely beyond their control. Second and equally important, the manager may not have access to key information.

4. **Turbulence:** This is a decision making condition that occurs when objectives are unclear or when the environment is changing rapidly.

**Concept of Productivity**

Productivity denotes the actual ratios of input to output of any work organization (Wilson, 2005:16). According to Armstrong (2002:72), “Productivity is concerned with the process of achieving the ultimate goals of the organization in terms of processing the input to reflect the expected output of the system”. Productivity is the output-input ratio within a times period with due consideration for quality (Weihrich, 2004:11). It can be expressed as productivity

\[
\text{Productivity} = \frac{\text{outputs}}{\text{Input}} \quad (\text{Within a time period, quality considered}).
\]

It implies effectiveness, i.e “the achievements of objectives” and efficiency, that is “the achievement of the ends with the least amount of resources”. In both cases, in individual and organizational forms of performance. Time and quality are important in appreciating
productivity. It is not enough to produce volumes of goods or offer a lot of service but which are/is of low quality. High standards are important. It can be seen that productivity is all about the actual inputs used in the production process and also the output that will result at the end of the production process. The relationship between the input and output tells us the quantity of inputs used given the other resources and the output to be produced. This relationship is important as it helps us to know if the productivity is low or high so that necessary adjustment could be made.

According to Allen (2012:43), productivity is associated with the industry, especially the manufacturing industries and is a sine-qua-non for all engaged in production. It is concerned with overall effectiveness and efficiency of getting things done. It means making more from what you have and working smarter rather than harder. Thus, when productivity is increasing the value of output is rising faster than the cost of production; the organization or society is doing more with less. In recent times, there have been numerous debates on the topic of low productivity in the workplace which is defined as the organization inability to accomplish its maximum capacity. It is important to understand that every employer yearns to be as productive as possible through a dedicated staff. According to the managerial theorist, productivity is a very important issue in any organization. Some of the causes of low productivity included absenteeism by employees, the inability to have a fully trained staff and employee moral being of low standard.

Classification of Productivity
According to Riley (2006:78-79), productivity can be classified into

a. Low productivity
b. High productivity

a. **Low Productivity:** It can be defined as the organization inability to accomplish its maximum capacity. When we consider the input-output relationship, we discover that the output is low when compared with the input resources. Organizations that have low productivity have low efficiency of the labour force.

b. **High Productivity:** High productivity, on the other hand, can be defined as the organization’s ability to accomplish its maximum capacity. Any organization having high productivity means that the efficiency of the labour force is high. The output of that organization is high, in relation to the input resources. Higher productivity can lead to lower average Cost of production. These cost savings might be passed onto consumers in lower prices, encouraging higher demand, more output and an increase in employment. “Higher productivity can also lead to improved competitiveness and trade performance” (Akinlabi, 2014:17).
Productivity growth and lower unit cost are key determinants of the competitiveness of firms in global markets. Higher productivity can also lead to higher profits. Efficiency gains are a source of larger profits for companies which might be re-invested to support the long term growth of the business (Ashforth, 2013:63).

**Productivity can also be classified into:**

a. Total productivity  

b. Partial productivity  

**a. Total Productivity:** According to Bolman (2016::59) “Total productivity can be defined as when all outputs and inputs are included in the productivity measures. Output and inputs are defined in the total productivity measure as their economic values.

**b. Partial productivity:** Productivity measures that use one or more inputs or factors, but not all factor are called partial productivities. A common example in economics is labour productivity, usually expressed as output per hour. At the company level, typical. Partial productivity measures are such things as workers hour, materials or energy per unit of production.

Productivity is a crucial factor in production performance of firms and nations. Increasing national productivity can raise living standards because more real income improves people’s ability to purchase goods and services, enjoy leisure, improve housing and education and contribute to social and environmental programmes. Productivity growth also helps business to be more profitable (Feredevick, 2015:63).

**Challenges Militating Against Effective Participation of Employees in Decision Making**

There are many challenges militating against effective participation of employees in decision making. In the words of Ajayi (2013), such challenges include:

1. **Managerial attitude:** Many managers find it difficult to accept a climate where employees will get involved in the decision making process of their organizations. Such managers regard any new idea from below with suspicion and in order to discourage such participation, they bring on flimsy excuses to justify their actions.

2. **Lack of Training:** Another reason why managers do not give room for employees’ participation in decision making is because such employees have not undergone the necessary training to acquire experience, which will make them to have effective contribution in such participation.

3. **Ulterior Motive of the Managers:** Some managers have ulterior motive for not allowing employees to participate in the decision making process of their
organization. Such managers feel that by allowing employees participate in such process, their motives may be exposed.

4. **Discouraging new Ideas:** Some organizational managers from the top to the lowest level supervisors, do not welcome new approaches. They feel that by allowing employees participate in the decision making process of their organizations, their ideas may be challenged. Hence, they are not willing to listen to subordinates suggestions and to implement promising ones or convey them to higher level managers.

**Methods of Introducing Effective Employee Participation Programme**

Successful employee participation requires leaders/managers to: Initiate and maintain the process of participation & provide access to resources that people need in order to contribute. It is only when participation is practiced effectively that human commitment and creativity will fuel process improvement.

**Facilitating Employee Involvement**

Most managers want to have their employees involved in improving the business, or at least to be an active participant in helping the business meet its objectives. In many organizations, however, this is not true for all employees. In every organization it’s possible to identify people who make things happen, and others who are along for the ride. It’s possible to identify people who are well suited for the work they are doing, and who enjoy their work, and others who seem to enjoy their work less, and perhaps are not so well suited for it. Facilitating employee involvement requires recognizing the value of each individual, understanding human motivations, assigning people to positions in which they can be successful, and listening to employees. One of the most important tasks faced by any management team is motivating it’s organization’s members. Understanding what it takes to motivate people is an important element of empowerment. Understanding motivation is not simple. We all have different motivations. The situation is complicated due to lack of simple answers defining what motivates people. Several models describe human motivation. The two that come closest to modeling human behaviors are Maslow’s hierarchy of needs and McClelland’s more contemporary model for describing motivation. What these theories mean is that we empower people for a purpose, and this purpose is to allow them to do their jobs in a more efficient, higher quality, and, hopefully, more enjoyable manner. To implement TQM through employee involvement and empowerment, one has to recognize the individual motivations and create an environment that allows individuals to satisfy these motivations.

**Listening: A Basic Participation Tool**

Listening is one of the most effective tools managers can use to promote employee participation. This may sound trivial, but it is not. Listening to human being is a powerful involvement tool. It helps the speaker feel that the person listening wants to understand what the speaker has to say. It encourages people to open up, and to become involved. If
no one listens, people won’t become involved, because they will recognize that no one values their opinions. Most techniques for effective listening are really no more than common sense and good manners. The first, and perhaps most obvious, is to listen. When someone is speaking, listeners should refrain from speaking. Imagine what would happen if a manager asked an employee for an opinion on something, and as soon as the employee started to speak, the manager jumped in and explained the “real” problem and what needed to be done to fix it. When this occurs, in one act management is simultaneously telling the employee that his or her opinion is valueless, management has all the answers, and no one really cares what the employee thinks. The next step in good listening is to ask questions, but to do so in a non-threatening and open-ended manner. Suppose a work center is producing an unacceptably high number of non-conforming parts. One approach to soliciting employee input in such a situation is to ask the employees, “What kind of tools do you need to make your job easier? This is a good approach, as it does no hammer the employees for producing non-conforming materials, it clearly conveys management commitment to support the work center with whatever it needs to continuously improve, and it induces the employees to start speaking up about needed improvements.

Another topic has to do with taking notes. There are two schools of thought here. Note taking can be an intimidating thing, it tends to make the dialogue more “official”, and for that reason, it may inhibit the speaker. In the other hand, it further reinforces commitment to fully understanding what the employees have to say. Last aspect on listening has to do with summarizing what you think you have heard. This will help make sure you have heard what the employee has to say and gives the employee an opportunity to correct any misperceptions on your part.

Theoretical Framework
Participative Management Theory: This theory was proposed by Locke, D. Participative management, otherwise known as employee involvement or participative decision making encourages the involvement of stakeholders at all levels of an organization in the analysis of problems, development of strategies and implementation of solutions. Employees are invited to share in the decision making process of the firm by participating in activities such as setting goals, determining work schedules and making suggestions. Other forms of participative management include increasing the responsibility of employees (job enrichment); forming self-managed teams, quality circles or quality of work life committees and soliciting survey feedback. Participative management, however, involves more than allowing employees to take part in making decisions. It also involves management treating the ideas and suggestions of employees with consideration and respect.
Empirical Review
The Extent of Employees Participation In Decision Making
In a study conducted by Taye (2012), in Lagos on the extent of employee participation in decision making in Nigeria organizations, the survey research method was adopted using the questionnaire as the major instrument of data collection. Ten (10) corporate organizations were studied and it was found that employees participation in decision making in Nigeria organizations is significant.

Methods of introducing effective employee participation programme in Nigerian Organizations
In another study carried out by Akintola (2015), on the methods of introducing effective employees participation programme, the study was carried out in Lagos using fifteen (15) corporate organizations and it was found out that the methods of introducing effective employee participation programme in Nigeria includes facilitating employee involvement and listening.

Challenges Militating Against Effective Employee Participation in Nigeria Organizations
In another study conducted by Okonkwo (2016), on the challenges militating against effective employee participation in Nigerian organizations, fifteen (15) corporate organizations were studied using the questionnaire as the major source of data collection and it was found out that the challenges militating against effective employee participation in Nigerian organizations include managerial attitude, ulterior motive of the manager and lack of training.

The Benefits of Employee Participation in Decision Making In Nigerian Organizations
In a study carried out by Adeyinka (2015), in Lagos on the benefits of employee participation in decision making, twenty (20) corporate organizations were studied using the survey method of research and the questionnaire as the major instrument of data collection. It was found that the benefits of employee participation in decision making include increase in profitability, sales turnover and market share.

Methodology
Research Design
Design in research is a mechanism or framework for the planning and implementation of a scientific inquiry. It deals with the strategy for identifying the problem, the data collection method, the data processing etc (Udeze, 2005:63). The researcher used the survey research design. Survey has several advantages; they can be used to investigate problems in realistic setting. The cost of survey is reasonable, when we consider the amount of information gathered. A large amount of data can be collected with relative ease from a variety of people. Surveys are not constrained by geographical boundaries.
They can be conducted anywhere. This is the basis for the researcher’s choice of survey as the research design for this study.

**Test of Hypotheses**

The Pearson Fisher chi-square was adopted in the test of hypotheses. The chi-square formula is stated thus,

\[ X^2 = \sum \frac{(o_i - e_i)^2}{e_i} \]

Where

- \( X^2 \) = Chi-square
- \( \sum \) = Summation sign
- \( o_i \) = Observed frequency
- \( e_i \) = Expected frequency

**Test of Hypothesis One**

\( H_0: \) The extent of employees’ participation in decision making in Nigeria Breweries Plc is not significant.

Hypothesis one was tested using table 1

**Table 1 Distribution of Respondents according to whether the extent of employees’ participation in decision making in Nigeria Breweries Plc. is large**

<table>
<thead>
<tr>
<th>RESPONSES</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>29</td>
<td>20.00</td>
</tr>
<tr>
<td>Agree</td>
<td>27</td>
<td>18.62</td>
</tr>
<tr>
<td>Undecided</td>
<td>28</td>
<td>19.31</td>
</tr>
<tr>
<td>Disagree</td>
<td>30</td>
<td>20.69</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>31</td>
<td>21.38</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Field Survey, 2019*

Constructing the test statistics, we have

<table>
<thead>
<tr>
<th>Response</th>
<th>( o_i )</th>
<th>( e_i )</th>
<th>( (o_i-e_i) )</th>
<th>( (o_i-e_i)^2 )</th>
<th>( (O_i-e_i)^2/e_i )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>29</td>
<td>29.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Agree</td>
<td>27</td>
<td>29.00</td>
<td>-2.00</td>
<td>4</td>
<td>0.14</td>
</tr>
<tr>
<td>Undecided</td>
<td>28</td>
<td>29.00</td>
<td>-1.00</td>
<td>1</td>
<td>0.03</td>
</tr>
<tr>
<td>Disagree</td>
<td>30</td>
<td>29.00</td>
<td>1.00</td>
<td>1</td>
<td>0.03</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>31</td>
<td>29.00</td>
<td>2.00</td>
<td>4</td>
<td>0.14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>0.34</strong></td>
</tr>
</tbody>
</table>

The calculated value = 0.34. The degree of freedom, \( n-1 = 5-1 = 4 \) degree of freedom. The level of significance is = 0.05. The calculated value is 0.34. The critical value at 4 degree of freedom and 0.05 level of significance is 9.49. The calculated or chi-square value (0.34) is less than the critical value (9.49).
Decision Rule: Reject the null hypothesis and accept the alternative hypothesis if the calculated value is greater than the critical value. Otherwise reject the alternative hypothesis.

Decision: Since the calculated value is less than the critical value, the researcher accepted the null hypothesis which states that the extent of employees’ participation in decision making in Nigeria Breweries Plc is not significant.

Test of Hypothesis Two

H₀: There are no methods of introducing effective employee participation programme in Nigeria Breweries Plc.

Hypothesis two was tested using table 2

Table 2: Distribution of Respondents according to whether there are methods of introducing effective employee participation programme in Nigeria Breweries Plc.

<table>
<thead>
<tr>
<th>RESPONSES</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>57</td>
<td>39.31</td>
</tr>
<tr>
<td>Agree</td>
<td>44</td>
<td>30.35</td>
</tr>
<tr>
<td>Undecided</td>
<td>16</td>
<td>11.03</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>12.41</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>10</td>
<td>6.90</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Survey, 2019

Constructing the test statistics, we have

<table>
<thead>
<tr>
<th>Response</th>
<th>Oᵢ</th>
<th>ₑᵢ</th>
<th>(oᵢₑᵢ)</th>
<th>(oᵢₑᵢ)²</th>
<th>(Oᵢₑᵢ)²/ₑᵢ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>57</td>
<td>29.00</td>
<td>28.00</td>
<td>784</td>
<td>27.03</td>
</tr>
<tr>
<td>Agree</td>
<td>44</td>
<td>29.00</td>
<td>15.00</td>
<td>225</td>
<td>7.76</td>
</tr>
<tr>
<td>Undecided</td>
<td>16</td>
<td>29.00</td>
<td>-13.00</td>
<td>169</td>
<td>5.83</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>29.00</td>
<td>-11.00</td>
<td>121</td>
<td>4.17</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>10</td>
<td>29.00</td>
<td>-19.00</td>
<td>361</td>
<td>12.45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>145</td>
<td></td>
<td></td>
<td></td>
<td>57.24</td>
</tr>
</tbody>
</table>

The calculated value = 57.24. The degree of freedom, n-1 = 5-1 = 4 degree of freedom. The level of significance is = 0.05. The calculated value is 57.24. The critical value at 4 degree of freedom and 0.05 level of significance is 9.49. The calculated or chi-square value (57.24) is greater than the critical value (9.49).

Decision Rule: Reject the null hypothesis and accept the alternative hypothesis if the calculated value is greater than the critical value. Otherwise reject the alternative hypothesis.
**Decision:** Since the calculated value is greater than the critical value, the researcher accepted the alternative hypothesis which states that there are methods of introducing effective employee participation programme in Nigeria Breweries Plc.

**Test of Hypothesis Three**

H₀: There are no challenges militating against effective employee participation in Nigeria Breweries Plc.

Hypothesis three was tested using table 3

**Table 4.10: Distribution of Respondents according to whether there are challenges militating against effective employee participation in decision making in Nigeria Breweries Plc.**

<table>
<thead>
<tr>
<th>RESPONSES</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>47</td>
<td>32.41</td>
</tr>
<tr>
<td>Agree</td>
<td>38</td>
<td>26.21</td>
</tr>
<tr>
<td>Undecided</td>
<td>35</td>
<td>24.14</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>10.34</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>10</td>
<td>6.90</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source:** Field Survey, 2019

Constructing the test statistics, we have

<table>
<thead>
<tr>
<th>Response</th>
<th>Oᵢ</th>
<th>eᵢ</th>
<th>(oᵢ-eᵢ)</th>
<th>(oᵢ-eᵢ)²</th>
<th>(Oᵢ-eᵢ)²/eᵢ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>47</td>
<td>29.00</td>
<td>18.00</td>
<td>324</td>
<td>11.17</td>
</tr>
<tr>
<td>Agree</td>
<td>38</td>
<td>29.00</td>
<td>9.00</td>
<td>81</td>
<td>2.79</td>
</tr>
<tr>
<td>Undecided</td>
<td>35</td>
<td>29.00</td>
<td>6.00</td>
<td>36</td>
<td>1.24</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
<td>29.00</td>
<td>-14.00</td>
<td>196</td>
<td>6.76</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>10</td>
<td>29.00</td>
<td>-19.00</td>
<td>361</td>
<td>12.45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145</strong></td>
<td></td>
<td></td>
<td><strong>34.41</strong></td>
<td></td>
</tr>
</tbody>
</table>

The calculated value = 34.41. The degree of freedom, n-1 = 5-1 = 4 degree of freedom. The level of significance is = 0.05. The calculated value is 34.41. The critical value at 4 degree of freedom and 0.05 level of significance is 9.49. The calculated or chi-square value (34.41) is greater than the critical value (9.49).

**Decision Rule:** Reject the null hypothesis and accept the alternative hypothesis if the calculated value is greater than the critical value. Otherwise reject the alternative hypothesis.

**Decision:** Since the calculated value is greater than the critical value, the researcher accepted the alternative hypothesis which states that there are challenges militating against effective employee participation in Nigeria Breweries Plc.
Discussion of Findings

Discussion based on Hypothesis One
The extent of employees’ participation in decision making in Nigeria Breweries Plc is not significant. The study confirmed this, through the comparison of the finding with the empirical review. The evidence is shown in the calculated value (0.34) which is less than the critical value (9.49). In the empirical review conducted by Umeadi (2015) on whether the extent of employees’ participation in decision making in Nigeria Breweries Plc is significant, It was found that the extent of employees’ participation in decision making in Nigeria Breweries Plc is not significant

Discussion Based on Hypothesis Two
There are methods of introducing effective employee participation programme in Nigeria Breweries Plc. The study confirmed this, through the comparison of the finding with the empirical review. The evidence is shown in the calculated value (57.24) which is greater than the critical value (9.49). In the empirical review conducted by Adeyinka (2014) on whether there are methods of introducing effective employee participation programme in Nigeria Breweries Plc. It was found there are methods of introducing effective employee participation programme in Nigeria Breweries Plc.

Discussion Based on Hypothesis Three
There are challenges militating against effective employee participation in Nigeria Breweries Plc. The study confirmed this, through the comparison of the finding with the empirical review. The evidence is shown in the calculated value (34.41) which is greater than the critical value (9.49). In the empirical review conducted by Taye (2015) on whether there are challenges militating against effective employee participation in Nigeria Breweries Plc. It was found that there are challenges militating against effective employee participation in Nigeria Breweries Plc.

Summary of Findings
1. The extent of employees’ participation in decision making in Nigeria Breweries Plc is not significant. From the tested hypothesis one \(X^2_{cal} = 0.34\) < \((\chi^2_{tab} = 9.49)\). Therefore, the research accepted the null hypothesis.
2. There are methods of introducing effective employee participation programme in Nigeria Breweries Plc. From the tested hypothesis two \(X^2_{cal} = 57.24\) > \((\chi^2_{tab} = 9.49)\). Therefore, the research accepted the alternate hypothesis.
3. There are challenges militating against effective employee participation in Nigeria Breweries Plc. From the tested hypothesis three \(X^2_{cal} = 34.41\) > \((\chi^2_{tab} = 9.49)\). Therefore, the research accepted the alternate hypothesis.
4. There is a major benefit of employees’ participation in decision making in Nigeria Breweries Plc. From the tested hypothesis three \(X^2_{cal} = 65.32\) > \((\chi^2_{tab} = 9.49)\). Therefore, the research accepted the alternate hypothesis.
Conclusion
Employee participation is a special form of delegation in which the subordinates gain greater control, freedom of choice with respect to bridging the communication gap between the management and workers. It refers to the degree of employee involvement in organization’s strategic planning activities. Managers provide opportunities for participation of subordinates in decision making on the basis of their merits. The advantages of employee participation in an organization include that it increases employee’s morale and enhances the productivity of the organization. It provides employees the opportunity to use their intellect which will lead to better decisions for the organization. Employee participation contributes to trust and self control, employee participation in an organization, maximizes the view point and gives diversity of perspectives and as a result of employee participation, resources required to monitor employees can be minimized. The researcher concludes that employee participation in decision making has a positive effect on productivity.

Recommendations
The following recommendations were made based on the findings.
1) Management of organizations should allow employees’ to participate in decision making of the organization.
2) Management of organizations should adopt methods of introducing effective employee participation programme.
3) Management of organizations should try to overcome the challenges militating against effective employee participation in their organizations.
4) Management of organizations should try to find out the benefits of employee participation in decision making in their organization.

References
Ile, N.M. (2010) *Comparative and International Management*. Enugu; Chieugo Ventures.