

Employee Participation and Job Satisfaction in the Rivers State Civil Service

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Abstract

This study examined the relationship between employees' participation and job satisfaction in the Rivers State Civil Service. The general objective was to examine the extent to which employees' participation affects job satisfaction. Job satisfaction is proxy by employee salary and promotion while participation is proxy by direct and indirect participation of employees. Five ministries were selected from the population of ministries and agencies using Random Sampling Techniques. Questionnaires were administered to the ministries in the sample size by the researcher. Descriptive statistics and Spearman Rank Correlation Coefficient were used as data analysis techniques. Findings revealed that direct and indirect participation of employees have positive and significant relationship with employee promotion and salary. The study concluded that there is positive and significant relationship between employees' participation and job satisfaction in the Rivers State Civil Service. We recommend that employees should be given due opportunities to participate in management decision making, all barriers that hinder employees' participation should be removed and employees' participation should be made an act in the Rivers State Civil Service Commission.

Keywords: Employee Participation, Job Satisfaction, Rivers State Civil Servant

INTRODUCTION

There are lines of arguments which support the view that an organization will benefit from the collaboration between managers and employees. Scholars have long argued that there is a close link between organizational effectiveness and individual effectiveness (Cotton, Vollrath *et al.*, 1988). This implies that in order to achieve organizational goals, managers must treat their employees fairly. In the hierarchy of needs, employee participation in organizational decision-making finds an adequate place (Mitchell 1973; Vroom 1974). It is being expected that being involved in decision-making will be challenging for many employees and that at the same time it might increase their motivation (Ladd & Marshall 2004). Harber, Marriot and Idrus (1991) for instance, noted that employee participation is now considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of job satisfaction (Harmon *et al.*, 2003; Zainnudin & Isa, 2011), commitment of the employee as well as their motivation (Batthi & Qureshi, 2007). This is further deepened by the environmental and contextual changes that present a number of competitive challenges to

organizations and that means that Human Resource functions have to be involved in helping to build new capacities (Ulrich, 1998).

One of these challenges is that firms have to ensure that they have the capacity to find, assimilate, compensate and retain human capital in the shape of talented individuals they need to drive the organization. In a globalizing world with a better educated workforce that is no longer inclined to be seen and not heard, a new management style is in fact called for. Participatory management practice balances the involvement of managers and their subordinates in information processing, decision making and problem solving endeavours (Wager, 1994). Today, there is a greater emphasis on participatory management. Participation otherwise known as employee involvement in decision making encourages the involvement of stakeholders at all levels of an organization in analysis of problems, development of strategies and implementation of solutions (Helms, 2006). Conceptually, Armstrong (2006) and Graham and Bennet (1998) defined participation in decision making as the inclusion of the employees in the decision-making process of the organization.

Employee Participation is the mental and emotional involvement of people in group situations that encourages them to contribute to group goals and share responsibility for them. There are three important ideas regarding participation in decision making-involvement, contribution and responsibility. Firstly, participation means meaningful involvement rather than mere muscular activity. A second concept in participation is that it motivates people to contribute. They are empowered to release their own resources and creativity to achieve the objectives of the organization (Newstrom 2005). Participation especially improves job satisfaction by helping employees understand their paths towards goals. Finally, participation encourages people to accept responsibility for their group activities. It is social processes by which people become self-involved in an organization and want to see it work successfully (Newstrom & Davis, 2004). Participation can have statistically significant effects on performance and job satisfaction (Wagner *et al.*, 1997). Participation practices may provide powerful opportunities earlier to minority workers in an increasingly diverse workforce, since such workers need not wait until reaching higher organizational levels. It also helps to satisfy the awakening employee need for meaning and fulfillment at work. Participation typically brings higher output and a better quality of output. It tends to improve job satisfaction because workers feel more accepted and involved in the situation. Poor turnover and absenteeism may be reduced if the workers feel that they have a better place to work (Newstrom & Davis, 2004).

Employee 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 form, there's a full participation of the group not the individual heads and makes the final decision by consensus or majority (Luthans, 2005). Luthans (2005), opined that, the decision making can be formal or informal and entails intellectual and emotional as well as physical involvement. This process, according to Graham and Bennet (1997) implies that employees have access to sufficient information on which to base their decisions, that they will be consulted before the decision is

made and that negotiations will be made between management and the employees about implementation of the decision. Employee dissatisfaction is sometimes attributed to the absence of employee involvement in decision making, leading to the lack of motivation on the part of employees in implementing management decision. Therefore, it is imperative to examine how employee participation affects job satisfaction among Civil Servants in Rivers State.

Among the several facets of organizational effectiveness, employee job satisfaction is also a considerably significant aspect of effectiveness. With the growing concern placed on human aspect of the management, satisfaction perceived by the human capital who contributes to the attainment of organizational goal, has been looked upon importantly. Commonly assessed dimensions of job satisfaction include satisfaction with pay, promotion, supervision, benefits, contingent rewards, operating conditions, co-workers, nature of work, communication and participation (Spector, 1985). Evidence shows that when employees are involved in decision making, staff absenteeism is reduced, there's greater organizational commitment, improved performance, reduced poor turnover and greater job satisfaction (Luthans, 2005, Moorhead and GrifCin, 2004). The absence of employees involved in decision-making process could result in job dissatisfaction which probably could lead to confrontation which would adversely affect productivity and eventually, the gross domestic product of the country.

Employee involvement in decision making is very critical to the survival of every organization and therefore, needs serious attention to be able to address this attitude and ensure harmony in employer-employee relationship. The participation of employees in decision-making allows them to feel as part of the organization to ensure the achievement of organizational goals. Recognizing that 'productivity is an attitude' and that it is workers motivation that controls workers output, the government and employing organizations need to provide an enabling environment, meaningful objective dialogue between employees and employers in order to attain a steady state of industrial harmony required for productivity improvement among Civil Servants in Rivers State. Though there are many studies on factors that determine employee job satisfaction, significant proportion of the study focused on motivating factors such as reward on job satisfaction with limited citable significance that focused on employee participation and job satisfaction. Again, existing studies focused on the corporate organizations with no known study that dealt with the problem of employee participation and job satisfaction in the civil service especially in Rivers State. From the above knowledge gap, this study examined the relationship between employee participation and job satisfaction in the Rivers State Civil Service.

LITERATURE REVIEW

Employee Participation

Employees' participation refers to the direct involvement of individuals in decisions relating to their immediate work organization and indirect involvement in decision making, through representatives in an organization (Agrawal, 2005). Participative management is a management technique in which employees are given a voice in determining what they are to do, how they are to do it, and how they are to be appraised. It is a democratic philosophy that respects all members of an organization (Pant, 2009). The concept of employees' participation in management indicates an attempt on the part of an employer to build employees into a team which work towards the

realization of a common objective. It is a mental and emotional involvement of a person in a group situation which encourages them to contribute to goals and share responsibilities in them. Therefore, it can be said that employee participation is the process of employee involvement in the decision making process of the organization. It is the democratic process where employees or employees' representatives are asked to share their opinions and ideas for the effectiveness of the organization. Employee participation in organizational activities brings recognition, sense of belongingness, self-respect and acceptance in employees.

Employee participation in decision making, sometimes referred to as participative decision-making (PDM), is concerned with shared decision making in the work situation (Mitchell, 1973). Locke and Schweiger (1979) defined it as 'joint decision making' between managers and subordinates. According to Noah (2008), it is a special form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. It refers to the degree of Worker's involvement in a firm's strategic planning activities. A firm can have a high or low degree of employee participation. A high degree of involvement (deep employee participation in decision making) means that all categories of Workers are involved in the planning process. Conversely, a low degree of involvement (shallow employee participation in decision making) indicates a fairly exclusive planning process (Barringer & Bleudorn, 1999), which involves the top management only. A deep employee participation in decision making allows the influence of the frontline employee in the planning process. These are the people who are closest to the customer and who can facilitate new product and service recognition, a central element in the entrepreneurial process (Li *et al.*, 2006).

This means that employee participation in the planning process surrounding the potential innovations may facilitate opportunity recognition throughout the organisation (Kemelgor, 2002). The attitudes that organisational results come from the top, that effective cultures are derived from the upper echelon, often tend to ignore the power and the contributions of those at lower levels (Woodworth, 1986); thus ignoring the importance of employee participation in decision making. Power distance signifies how individuals regard power differentials within the society or firms. It influences the degree to which participation is practised. In high power distance culture, decision-making is perceived as a privilege of management, and participation is considered as an infringement to management prerogative. Hence, Workers are not involved in decision-making. In contrast, in low power distance culture, everyone is perceived to have the potential to contribute to the decision-making process; in fact, everyone is assumed to have equal rights. As such, Workers consider it their right to participate in decisions that concern them (Verma, 1995). A range of options through which a worker can participate in decision making can be viewed on a continuum ranging from participation in ownership of the organization by means of shareholding through involvement in day-to-day operations to the appointment of employee directors on company boards (Cole, 1997). Share options/profit sharing offers Workers a chance to own shares in the company and thus participate in financing as well as receiving all the information normally made available to shareholders. This option gives Employees the chance to take a stake in their employer's business; but is scarcely relevant if one considers 'participation' in decision making (Graham and Bennet, 1998 and Cole, 1997). Consultation is seen as 'participation' only in the sense that Employees are consulted about decisions affecting their working lives. This doesn't

imply that employers take any notice of the workers' views. Consultation can be implemented through workforce consultative groups such as quality circles. The aim is to improve employee dialogue, but in most cases, they improve working methods, quality standards and productivity. Where operational matters are concerned, consultations lead to participation in decision making (Graham and Bennet, 1998 and Cole, 1997).

The job enrichment option allows for a greater discretion over the immediate work decisions. It also leads to motivation by increasing responsibility for the worker's work outputs and increasing job interest. However, it does not offer real opportunities to participate in even the operational decisions taken in the organization (Graham and Bennet, 1998 and Cole, 1997). Empowerment through delegation is a participative management style that encourages real delegation of authority. It implies that all employees will be encouraged to play a part in the decisions affecting their work. In practice, this may be more than a paternalistic method of involving employee in day-to-day affairs. However, where a bona fide approach to participation is adopted, then it is likely that employees will in fact become 'empowered' by being able to fully share in decisions affecting their immediate work (Graham and Bennet, 1998 and Cole, 1997). According to Graham and Bennet, (1998) and Cole, (1997), bargaining is by nature adversarial and its outcomes are therefore dependent on the relative power of the parties and extent to which a compromise is reached. Compared to consultation, collective bargaining is essentially an active form of employee participation. Here, unionized members are represented by their unions in the decision making process between the owners or employers and the representatives who are Employee Work Councils, are joint bodies of managers and employees established to consider and agree on key matters affecting the organization. These are open to all grades and groupings of employee regardless of union membership status.

Share Opinion

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Job Enrichment

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Board Representation

The last option of participation is through board representation. According to Cole (1997), board representation is the appointment of rank and file employees to non-executive directorships on the company's board. Management theorists have repeatedly found evidence to support the advantages of management styles such as participative management; Theory Y versus Theory X; Theory Z; Total Quality Management (TQM); Management by Walking Around; Management by Objectives; and Employee Empowerment (Helms, 2006).

Job Satisfaction

Job satisfaction is one criterion for establishing the health of an organization; rendering effective services largely depends on the human source (Fitzgerald *et. al.*, 1994) and job satisfaction experienced by employees will affect the quality of service they render. The impact of other variables on efficiency, such as infrastructures and internal relationships is also widely recognised. Job satisfaction has been defined as a positive emotional state resulting from the pleasure a worker derives from the job (Locke, 1976; Spector, 1997) and as the affective and cognitive attitudes held by an employee about various aspects of their work (Kalleberg, 1977; Mercer, 1997; Wright and Cropanzano, 1997; Wong *et.al.*, 1998); the later implying that satisfaction is related to the component facets rather than the whole job, which is consistent with Spencor's (1997) view. This definition suggests job satisfaction is a general or global affective reaction that individuals hold about their job. While researchers and practitioners most often measure global job satisfaction, there is also interest in measuring different dimensions of satisfaction.

Examination of these facet conditions is often useful for a more careful examination of employee satisfaction with critical job factors. Traditional job satisfaction facets include co-workers, pay, job conditions, supervision, and nature of the work and benefit (Williams, 2004). According to Mitchell and Lasan (1987), it is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. While Luthan (1998) posited that there are three important dimensions to job satisfaction:

- i. Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred;
- ii. Job satisfaction is often determined by how well outcomes meet or exceed expectations.
- iii. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response.

Reward and Employee Satisfaction

Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions (Okpara, 2002). Out of these factors, pay is a very important factor. Frye (2004) found that there is positive relationship between equity based compensation and performance. It was further concluded that compensation plays vital role in human capital intensive firms to attract and retain expert workforce. Furthermore, the compensation has significant impact on the level of job satisfaction of employees. It was also found that flexible compensation has no effect on the level of job satisfaction (Igalens and Roussel, 1999). The study regarding the job satisfaction level of public sector managers was conducted and it was concluded that the income is the major determinants of job satisfaction (Sokoya, 2000). The investigation about relationship among job satisfaction and pay was conducted and it was also found that job satisfaction is affected by the pay (Nguyen et al., 2003). Brudney and Coundry (1993) have explained different variables that influence performance of the employees in the organization. They included such as pay, organization commitment, relationship between pay and performance, etc. There are some empirical evidences that there is positive correlation between compensation and performance (Gneezy and Rustichini, 2000; Gardner et al., 2004; Tessema and Soeters, 2006).

Job Safety and Employee Satisfaction

Akintoye (2011) found the influence of different determinants of job satisfaction. Several studies focus on the demographic factors while others link the job satisfaction with reference to working environment. The other factors such as fair promotion system, job autonomy, leadership behaviour, social relations are also the dominant in determining the level of job satisfaction (Dawson, 1987). (Nguyen et al., 2003) concluded that job satisfaction is the result of promotion opportunities in the organization. Tessema and Soeters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2003).

Promotion and Employee Satisfaction

Various researcher conducted studies and found that job dissatisfaction is the outcome of insecurity among employees (Ashford et al., 1989; Davy et al., 1991). Important factors like low job security,

working conditions and the nature of work, low wages and lack of promotion, low job autonomy have adverse effect on the level of job satisfaction of employees (Guest, 2004; Silla et al., 2005). Abegglen (1958) found during the study of Japanese workers that employment arrangement like lifetime employment and seniority system, job security lead to high commitment. Bolt (1983), Mooney (1984), Rosow and Zager (1985) concluded that the job performance decreases due to insecurity of job. Iverson (1996) argued that job security has significant impact on the organizational commitment. Morris et al. (1993) concluded the same.

Working Conditions on Job Satisfaction

The researchers found that work environment is an important determinant of job satisfaction of employees (Herzberg, 1968; Spector, 2008). The work environment, in the new research, was found to be better determinant of job satisfactions by the scholars (Reiner and Zhao, 1999; Carlan, 2007; Ellickson and Logsdon, 2001; Forsyth and Copes, 1994). Moreover, variation exists in terms of pay packages, working conditions, incentives, recognition and fringe benefits for the employees (Lavy, 2007). It was found that job satisfaction is adversely affected by the factors such as lack of promotion, working conditions, low job security and low level of autonomy. Guest (2004), Silla *et al.* (2005) and Ceylan (1998) concluded that the working conditions have effect on the satisfaction of employees.

Job Design and Employee Satisfaction

It relates to the capacity of rational individual to take decision independently. The underpinning of the autonomy is to fortify an individual's actions in the context of moral responsibility. Self-governing of the people is referred to autonomy (Smith, 1993). Several studies focus on the demographic factors while others link the job satisfaction with reference to working environment. The other factors such as fair promotion system, job autonomy, leadership behavior, social relations are also the dominant in determining the level of job satisfaction (Dawson, 1987). It was found that job satisfaction is adversely affected by factors such as lack of promotion, working conditions, low job security and low level of autonomy (Guest, 2004; Silla *et al.*, 2005). The scholars have found that different factors have significantly influenced the job satisfaction. These factors are like pay, promotion opportunities, task clarity and association with co-workers and supervisors. Ting (1997) and Locke (1995) studied that the work itself has positively correlated with the satisfaction of employee. Robbins et al. (2003) refer to the work itself as the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results.

Human Capital Theory

Human Capital Theory argues that employees with higher skill levels receive higher compensation because they are more productive. Employee involvement may require employee with more general skills to perform more complex tasks, which might result in more rigorous selection and hiring criteria and increase the demand for, and wages of more educated workers. New practices may also require more firm-specific skills, which would increase employer-provided training and wages as well. **Compensating Differences Theory:** This theory argues that employee who faces particularly desirable (undesirable) working conditions will receive lower (higher) wages (Williamson, 1985). Employees regard employee involvement as a benefit because problem-

solving tasks and job redesign, relieve the tedium of traditionally-organized work (Hackman and Oldham, 2002). This section draws on Helper, Levine, and Bendoly (2002). Conversely, if employee involvement requires extra effort and tighter work demands, then plants with employee involvement might offer better compensation.

Efficiency Wage Theories

Efficiency Wage Theories predict that paying higher wages may increase workers' productivity through three main channels (Katz, 1987; Levine, 1993). A higher wage may increase workers' effort due to the greater cost of job loss, so employee would want to reduce the chances of being dismissed for low effort. A higher wage may also increase effort by increasing workers' loyalty to the firm, which may be especially important in systems that require greater discretionary effort from employees and in group activities such as problem solving in which effort and output are costly to monitor (Akerlof, 1982; Milgrom and Roberts, 1995). Indeed, the core concept of the mutual gains enterprise or high commitment systems (Walton, 1985) is consistent with Akerlof's (1982) theory of labour contracts as partial gift exchange and the role of fairness conceptions in determination of expectations, efforts, and wages. Finally, a higher wage may reduce firms' turnover and recruitment costs, which might also be important if EI (employee involvement) requires more careful recruitment or increased firm-specific training.

Incentives and Complementarity

The prescriptive literature on organizational design emphasizes the importance of aligning decision making rights with incentives to make good decisions. If undertaken seriously, the use of greater employee involvement involves substantial changes in decision making rights because frontline employees collect and analyze more data and suggest and implement improvements. In these circumstances, it makes sense to structure incentives in ways that reward quality and improvement and align frontline workers' goals with their new authority (Milgrom and Roberts 1995; Levine 1995). Because workplaces with greater employee involvement depend more on employee initiative, the theory of complementarities between involvement and incentives implies pay practices such as gain sharing, profit sharing, and stock ownership plans will be more common. If these forms of variable compensation substitute for base pay, shift earnings risk to workers, or are introduced in the context of concession bargaining (Bell and Neumark 1993), then one would observe lower regular wages in their presence, though perhaps less employment variability in some cases as well. However, if the firm's strategy is to introduce a supplement or at least avoid putting current pay levels at risk, then total earnings may be no different or slightly higher. If the practices work as intended and increase motivation and productivity, earnings may be significantly greater, assuming firms share gains with workers.

Conflict Theories

Employee involvement can shift bargaining power within the enterprise. To the extent employers become more dependent on hard-to-monitor discretionary effort of employees bargaining power to increase. High-involvement workplaces with just-in-time inventory make it easier for employees to disrupt the production process so that worker non-cooperation or other reactions to perceived unfairness are more costly to the firm. At the same time, several authors have referred to high-involvement systems as "management by stress," positing that employee involvement is

simply a method of sweating the workforce and curbing worker power and influence. Firms reduce employee and union powers by using ideological appeals, suggestion systems, and peer pressure in small work groups to instill a culture of company loyalty, appropriate workers' tacit knowledge, and enforce discipline (Graham 1993; Parker and Slaughter, 1988; Sheahan, *et al.*, 1996). Cindy, Zoghi and Robert (2011), argue that participatory workplace practices are a different measure from decentralized decision making. It shows that both the distribution of a work practice and the distribution of decision making vary significantly in countries. Some of the variation is likely due to differences in culture or industrial relation system. To facilitate decentralized decision making, companies sometimes turn to employee involvement using work practices like teams, quality circles or joint consultative committees (JCCs). As the term involvement suggests, such systems can empower employee to influence or make certain decisions, and researchers may consider these practices as proxies for characteristics like decentralized 'responsibility' and autonomy (Handel and Levine, 2006). Previous authors have pointed at inconsistency in the implementation of employee involvement across the organization as a major reason why the results of involvement programmes are sometimes less than expected (Riordan *et al.*, 2005; Shadur *et al.*, 1999).

Empirical Review

Ladd and Marshall (2004) study on employees' participation in decision making from a cross section employees in the public, private and local government sectors found that the employees' participation in decision making contributed effective performance and greater gains in the workplace but did not contribute to increase job satisfaction.

Ladd and Marshall (2004)) found that employees' participation in decision making created shared perceptions which positively influenced job satisfaction and employees' outcomes. The participatory decision making process improved productivity as well as job satisfaction.

Likewise, Kim (2002) research study found that the participative management and employees' participation in strategic planning process are positively associated with high level of job satisfaction. Study also revealed that employees' participation with effective supervisory communication can enhance the high level employee job satisfaction. Employees' participation in decision making has a significant positive effect on performance feedback, task significance, and career development support and satisfaction.

Rotenberry and Moberg (2007) research study on impact of job involvement on performance revealed that higher levels of job involvement are positively associated with increased performance and organizational citizenship behaviour. The research supported that encouraging greater job involvement has positive influence on employees' work related performance, outcomes and behaviours. Participative management is the collective and shared decision making in which activities such as job enrichment, job redesign, suggestion system and feedback from employees are incorporated (Drehmer *et al.*, 2000).

Locke and Schweiger (1979; as cited in Drehmer *et al.*, 2000) research study on participative management, suggested that participation increase the individual job satisfaction level. Likewise, Wright and Kim (2004) research study found that many research findings supported that employee

participation has positive effect on job satisfaction (Cooke, 1992; Kim, 2002; Rotenberry and Moberg, 2007; Bhatti and Qureshi 2007). Bhatti and Qureshi (2007) research study supported that the employees' participation has the positive impact on job satisfaction, employee productivity and employee commitment. Employees' participation in decision making has a positive and significant impact on the job satisfaction of the employees; indicating that an employee's participation in decision making can help to enhance better employees' performance. The correlation and regression analysis in this study indicated that the employees' participation can significantly explain the variation in employees' job satisfaction, commitment and productivity. Heller (2003, cited in Richardson et al., 2010), defines participation as taking part in an activity, and power distribution, which has influence over the activity, further arguing that there is a positive link between participation, job satisfaction and higher productivity.

Richardson et al, (2010) research findings supported the Heller statement that there is indication of the sharing of power in the workplace and employees' participation on work-related issues to enhance the job satisfaction and productivity. Oshagbemi (2000) research investigated the effects of gender on the job satisfaction. A questionnaire including several demographic variables such as gender, rank and age was administered in the study. The results supported that gender does not affect the job satisfaction of university teachers directly. But female teachers at higher ranks such as senior lecturers, readers and professors, were more satisfied with their jobs than male academics of comparable ranks. This study revealed that although gender is not by itself related to overall job satisfaction, it is related to other job satisfaction factors such as pay, physical conditions and working facilities.

METHODOLOGY

Research Design

Generally, a research design is a plan of study that guides the researcher in seeking answers to his/her research questions, Baridam (2006). There are two types of research designs: the experimental, which deals with all the elements of the design being largely under the control of the research, while the quasi-experimental is one in which the various elements of the design are not under the control of the research. The study will be descriptive in nature and adopted the survey design. The choice of this design is due to the fact that the researchers perceived it as being appropriate because of their lack of control over the responses and inability to manipulate sample subjects.

Population of the Study

The study population comprises all the ministries, agencies and commissions that are made up of civil servants in Rivers State.

Sample Size and Sampling Techniques

Due to limited time and resources available to the researcher, the random sampling techniques are adopted. This involves selecting from the population at random. From the above defined population of the study, the following ministries were selected:

1. Ministry of Works
2. Ministry of Women Affairs
3. Ministry of Justice
4. Ministry of Finance
5. Ministry of Health

Data Collection Method

The gathering of relevant information for the study is both vital and necessary if the objective of the study is to be achieved. The researcher would source for primary data for the study. The source of primary data was through questionnaire. The copies of the questionnaire were administered with the aid of the personnel officers in the selected ministries.

Instrumentation

The primary data were obtained from a primary source through the use of a structured questionnaire. The reason for this instrument was that the questionnaire is the most widely used instrument for data collection and because it is a quick means of obtaining the view of the respondents on a wide range of subjects.

Validity and Reliability of the Factors Measured

This research was conducted through targeting different employees from different banking institute just to acquire the information that can help in the generation of results and findings from the result (Cohen, Manion, Morrison, 2013). When using the Reliability tests with SPSS on all variables the Cronbach alpha was **0.92** which meant an important consistency existed in the sample.

Validity of Research Instrument

To enhance the validity of the research instrument used, a draft copy of the instrument was given to ten post graduate students from Rivers State University and my fellow course mates whose constructive criticisms were taken into consideration to ensure that the questionnaire contained all the relevant dimensions of the study.

Reliability of Research Instrument

Towards assuring the reliability of the instrument, a test and retest method was used. Attempt was made to include relevant measures in order to certify the reliability of the research instrument used for data collection. The aim was to find out how consistent the instrument would be in collecting the required data for analysis.

Method of Data Analysis

For the purpose of analysis, this study adopted both the descriptive and inferential statistics in the analysis of data. Primary data were analyzed using the simple percentage, frequency distribution and Spearman rank correlation coefficient with the aid of the Statistical Package for Social Sciences, (SPSS) Version 17.0.

Spearman Rank Correlation

The spearman's rank order correlation is usually designated as Rho. It ranks paired observations, thus requiring at least ordinal data. Rho, symbolized by r_s or ρ , measures the degree of relationship between two sets of ranked observation. In other words, it indicates the degree of effectiveness in predicting one-ranked variable based on another ranked variable.

Rho assumes any value from -1 to +1 indicating perfect correlation and 0, no relationship. The rank correlation coefficient has the following formula.

$$r_s = 1 - \frac{6 \sum d^2}{N^3 - N} \text{ or } r_s = 1 - \frac{6 \sum d^2}{N(N^2 - 1)}$$

Where $\sum d^2$ = sum of the squared differences in the ranking of the subject on the two variables.

N = number of subjects being ranked.

Decision Rule

The decision rule, at 5% (0.05) level of significance, (for the purpose of the study if the calculated **Z** value falls within the range of ± 1.96 , we accept the null hypothesis, otherwise we reject the null and accept the alternative hypotheses.

ANALYSES AND DISCUSSIONS OF FINDINGS

Presentation of Data

The source of data to this study was through questionnaires administered to the five (5) ministries in the sample size. Twenty (20) questionnaires were designed and administered to each of the five ministries under study. The tables below have the details of the demographic questionnaires administered in the study.

Table 1: Analyses of questionnaires administered to the ministries in the sample size.

S/N	Ministries	Questionnaire administered	No. retrieved	% Distribution
1.	Works	20	15	15
2.	Women Affairs	20	17	17
3.	Justice	20	15	15
4.	Finance	20	14	14
5.	Health	20	14	14
	Total	100	75	75.0

Source: Survey Data (2025)

From the above, out of the 20 questionnaires administered to ministry of works, 15 were retrieved which represents 15% of the total questionnaire administered, out of the 20 questionnaires administered to ministry of women affairs, 17 were retrieved which represents 17% of the total questionnaire administered. Out of the 20 questionnaires administered to ministry of Justice, 15 were retrieved which represents 15% of the total questionnaire administered. Out of the 20 questionnaires administered to ministry of Finance, 14 were retrieved which represents 14% of the total questionnaire administered. Out of the 20 questionnaires administered to ministry of Health, 14 were retrieved which represents 14% of the total questionnaire administered.

Table 2: Analyses of Questionnaires Administered

S/No	Questionnaires	No Retrieved	%
1	Questionnaires retrieved	75	75.0
2	Questionnaires not Retrieved	25	25
	Total	100	100

Source: Field survey (2025)

The analyses above show that 75% of the questionnaires administered were retrieved while 25% were not retrieved due to bureaucratic nature of administration and unwillingness of the respondents.

Table 3: Responses According to Gender

S/No	Gender	No. of Respondents	%
1	Male	47	62.67
2	Female	28	37.33
	Total	75	100

Source: Field Data (2025)

Table 4: Employee direct participation impact and job satisfaction.

S/No	Responses	No. of Respondents	% Distribution
1	Strongly Agree	41	54.67
2	Agree	27	36.0
3	Strongly Disagree	2	2.67
4	Disagree	7	9.33
	Total	75	100

Source: Field Data (2025)

For the purpose of research question one, question three in the questionnaire was asked. The table above indicates that 41 respondents strongly agree which was 54.67% distribution. 27 agree which was 36.0%, 2 strongly disagree which was 2.67% while 7 disagree which was 9.33%. This implies that employee direct participation impact on job satisfaction.

Table 5: The relationship between employee direct participation on promotion

S/No	Responses	No. of Respondents	% Distribution
1	Strongly Agree	37	49.33
2	Agree	29	38.67
3	Strongly Disagree	4	5.33
4	Disagree	5	6.67
	Total	75	100

Source: Field Data (2025)

For the purpose of research question two, question six in the questionnaire was asked. The table above indicates that 37 respondents strongly agree which was 49.33% distribution. 29 agree which was 38.67%, 2 strongly disagree which was 5.33% while 5 disagree which was 6.67%.

Table 6: The relationship between employee indirect participation on salary

S/No	Responses	No. of Respondents	% Distribution
1	Strongly Agree	33	44.0
2	Agree	25	33.33
3	Strongly Disagree	8	10.67
4	Disagree	9	12.0
	Total	75	100

Source: Field Data (2025)

For the purpose of research question three, question eight in the questionnaire was asked. The table above indicates that 33 respondents strongly agree which was 44.0% distribution. 25 agree which was 33.33%, 8 strongly disagree which was 10.67% while 9 disagree which was 12.0%.

Table 7: The relationship between employee indirect participation on promotion

S/No	Responses	No. of Respondents	% Distribution
1	Strongly Agree	55	73.33
2	Agree	15	20.0
3	Strongly Disagree	1	1.33
4	Disagree	4	5.33
	Total	75	100

Source: Field Data (2025)

For the purpose of research question four, question ten in the questionnaire was asked. The table above indicates that 55 respondents strongly agree which was 73.33% distribution. 15 agree which was 20.0%, 1 strongly disagree which was 1.33% while 4 disagree which was 5.33%.

Discussions of Findings

Employees are important resources to the organization. Unlike other resources, employees are considered the most important because transformation of other resources to finished and semi-finished goods depends on the employees. It is important to know that without employees, financial resources are irrelevant because it is the employees that produce the knowledge for the usefulness of financial resources. The opinion that employees ought to be given opportunity to participate in decision making of corporate organization had long been emphasized. The objective

of this study was to investigate the relationship between employee participation and job satisfaction in Civil Service in Rivers State.

The correlation coefficient between direct participation and employee salary proved 87.9% and the correlations coefficient between indirect participation and employee job promotion proved 59.0%. These findings show that there is positive and significant relationship between direct participation, employee salary and employee promotion. These findings confirmed the expected results and justifies the various reasons devised by the employees to participate in the management of the organizations. The findings confirmed the findings of Likewise, Kim (2002), which revealed that employees' participation with effective supervisory communication can enhance the high level employee job satisfaction. Employees' participation in decision making has a significant positive effect on performance feedback, task significance, and career development support and satisfaction; it also confirmed the findings of Ladd and Marshall (2004), study on employees participation in decision making from a cross section employees in the public, private and local government sectors which found that employees' participation in decision making contributed effective performance and greater gains in the workplace but did not contribute to increase job satisfaction; and the findings of Rotenberry and Moberg (2007), supported that encouraging greater job involvement have the positive influence on employees' work related performance, outcomes and behaviours. Participative management is the collective and shared decision making in which activities such as job enrichment, job redesign, suggestion system and feedback from employees are incorporated (Drehmer et al., 2000). The correlation coefficient showed 90.2% between employee indirect participation and salary while the correlation coefficient showed 70.2% between employee direct participation and promotion. This meant that there is positive and significant relationship between employee indirect participation and job satisfaction among the civil servants in Rivers State. This finding is contrary to expectation as indirect participation was expected to have a negative impact on job satisfaction. The positive impact can be traced to the fact that the study focuses on civil servants instead of private corporate organizations.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Employee participation is a strategic management function that determines the success, growth, profitability and the failure of the corporate organizations. The findings of the study showed that employee direct and indirect participations have positive and significant impact on job satisfaction. This justifies the policies devised by management to involve employees in strategic decision making in the organizations. The study concluded that direct employee participation has positive and significant relationship with employee salary among the civil servants in Rivers State. That there is positive and significant relationship between employee direct participation and promotion of employees among Rivers State civil servants; that indirect participation has positive and significant relationship with employee participation in the Rivers State Civil Service; that there is positive and significant relationship between employee indirect participation and job promotion among employees in the Rivers State Civil Service.

Recommendations

The study makes the following recommendations:

That employees should be given better opportunities to participate in management decision making to enhance job satisfaction that increases employee performance in the Rivers State Civil Service.

There is the need to remove all barriers to effective employee participation in management decision making for better employee job satisfaction.

Employee participation should be integrated as part of operational objectives in the ministries and agencies that make up Rivers State Civil Service.

Direct participation of the employees should be allowed among the ministries and agencies in Rivers State to enhance employee job satisfaction.

Policies to ensure that employees participate in management decision making should be made an act of governance in the Rivers State Civil Service.

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