

Participative Decision Making and Employee Performance in the Hospitality Industry: A Study of Selected Hotels in Owerri Metropolis, Imo State

**¹ Kelechi E. Ugwu, ² Lazarus I. Okoroji, ³ Ebere Oluchi Chukwu*

¹ Department of Management Technology, Federal University of Technology, Owerri, Imo State, Nigeria

^{2,3} Department of Transport Management, School of Management Technology, Federal University of Technology, Owerri, Imo State, Nigeria

Received 08 January 2018, Accepted 25 January 2018

ABSTRACT:

This study investigated the extent of the relationship between participative decision making and employee performance in selected hotels in Owerri, Imo State, Nigeria. The specific objective determined the relationship between leader behavior and employee commitment. Descriptive survey and questionnaire was adopted as instrument for data collection. The total population of the study comprised of 92 people. Simple random technique was adopted in distributing the questionnaire to the target audience. The hypotheses were tested and analyzed using Pearson Product Moment Coefficient to test the relationship between leader behavior and employee commitment. Findings showed that there is a positive relationship between leader behavior and employee commitment in the selected hotels in Owerri, Imo State. The following recommendations were made. It is advisable for organizations to integrate management by objective (MBO) at every level of the organization to promote high productivity in the workplace. Finally, organizations are encouraged to increase the frequency and level of worker participation in decision making between manager and subordinates.

Keywords: *Participative decision making, Employee performance, Leader behavior, Employee commitment, Organizational structure*

INTRODUCTION

Most organizations have realized the importance of supporting their employee involvement in every type and level of work activities. Therefore, that of hospitality industries in Owerri, Nigeria cannot be overemphasized. Most hotels in the country have realized the importance of motivating and supporting their employees to participate in decision making process to encourage their commitment in promoting organizational performance. The hotel industries are instrumental for providing quality services to sustain their customers' satisfaction and self fulfillment. Employees are

known for idea generation, their feedback and ideas are central in creating sustainable customers value as well as improving organizational commitment. Apart from hospitality industries, other firms in similar line of industry have equally followed suit in allowing their employees to take part in decision making process to improve their level of work commitment in order to remain active in business. However, participative decision making has been considered as a managerial tool to promote organizational commitment aimed to improve its performance. Participative decision

making therefore contributes to the overall well-being of the organization (Management Study Guide, MSG, 2016).

In many organizations today, the decision making power depends on the degree of autonomy built into particular jobs. These offers employees the opportunity to make suggestions and recommendations required to improve organizational commitment towards achieving its goals. Employee involvement in decision making has both positive and negative influence on organizational performance. A recent study by Kuye and Sulaimon (2011) noted that, firms who supports employee involvement in decision making outperforms better than its rivals. The authors opine that employee involvement in decision making enhances employee commitment to strive towards increase organizational productivity. Related to this, Williamson (2008) also concur that employee participation in decision making gives employees the opportunity to develop skills and technical know-how required to achieve high productivity. It also helps to boost employee morale, confidence which leads to high creativity, commitment and job satisfaction in the place of work.

MSG (2016) also concur that, employee participation in decision making helps to improve the level of employee satisfaction, commitment, morale, support and inefficiency in the work place. When people see that their suggestions and recommendations are implemented or put into practice, they feel motivated to strive towards doing more in the future. Psychologically, such individuals are considered as an integral part of the organization and viewed him or herself as a valued employee rather than a redundant worker.

In view of the above, Helms (2006) concur that workers who partake in the decisions of their organization consider themselves fundamentally useful to their industry and believe to have good sense of belongingness in their place of work. Allowing employees participate in decision making process is important in closing the gaps that exists between employees and management.

However, the benefits of participatory decision making undoubtedly exceed the cost. Conversely, participatory decision making influences organizational performance. One of

the problems associated with it is that, it slows down decisions because so many people are involved in decision making process. Several inputs and feedbacks offered by many people make it difficult to choose the best alternative among many suggestions (MSG, 2016). Though, it takes time and energy to verify the accuracy of information when so many people are involved which may lead to delay in decision making process. In addition, participative approach to decision making is inappropriate when choices are complex, difficult to define, when task independence is very high and when organizational change is high (Kuye and Sulaimon, 2011).

According to Noah (2008), Participative Decision Making is a special form of delegation in which employees gain greater power in making decisions or choices with respect to bridging the communication gap that exist between the management and the workers. It is a degree of autonomy where employees involve in organizational activities such as planning, directing among others to promote organizational commitment and productivity. Participative decision making is the same thing as employee involvement in decision making.

In addition, Probst (2005) defines Participative Decision Making (PDM) as the degree to which employers support and allow employees to partake or participate in organizational decision-making process. According to the authors' point of view, employees are central to idea generation and participatory decision making increases their commitment, drive and enthusiasm on the job which leads to high productivity. Again, employees are expected to use their knowledge to produce practical and acceptable solutions on time especially on procedural issues that affects the organization. On the other hand, participatory decision making allows workers to constantly seek new ideas from different setting to improve organizational wellbeing. Participatory decision making is linked to employee performance.

Kroll (2006) defined employee performance as a measure of efficiency and effectiveness of employee relative to their job. Efficiency refers to getting the most output from the least amount of inputs. Efficiency focused on doing things right, that is, not wasting resources. On the other

hand, effectiveness refers to doing the right thing. It is primarily concerned with performing activities to promote organization's goals (Robbins and Coulter, 2013). Effectiveness focuses on goal attainment and high attainment.

Statement Problem

In ideal situation, employees are known for idea generation and participatory decision making boost their commitment, spirit and enthusiasm to promote organizational productivity. Organization performance is achieved through concerted efforts of committed employees who review and embrace the organization's mission and direct their actions towards promoting its goal. Again, management support and organizational structure influences employee commitment either positively or negatively.

Conversely, organizational ability to support employee participation in decision making has positive influence on productivity. In practice, inadequate support of management to encourage workers participation in decision making has adverse influence on organizational productivity. When staff members are not supported or motivated to partake in decision making process their commitment, morale and enthusiasm on the job will drop which leads to lower productivity. It is advisable for organizations to integrate management by objective (MBO) at every level of the organization to promote high productivity in the workplace. Based on the above problem statement, objective of study is necessitated below.

Objective of Study

The broad objective of this study is to investigate the extent of the relationship that exist between participative decision making and employee performance in selected hotels in Owerri, Imo State. Participative decision making is decomposed into; management support and organizational structure; while employee performance is decomposed into; employee commitment and job satisfaction. Participative decision making is the independent (explanatory) variable; while employee performance is the dependent (constant) variable. Management support is proxy for participative decision making; while commitment is proxy for employee performance.

The following specific objectives were drawn from the above driver variables (independent and dependent):

I. To determine the extent of the relationship that exists between leader behavior and employee commitment of selected hotels in Owerri, Imo State, Nigeria.

Research Question

I. To what extent does leader behavior influences employee commitment of selected hotels in Owerri, Imo State, Nigeria?

Research Hypotheses

I. H_{01} : There is no strong positive relationship between leader behavior and employee commitment in the selected hotels in Owerri State, Nigeria.

II. H_{a1} : There is a strong positive relationship between leader behavior and employee commitment in the selected hotels in Owerri, Imo State, Nigeria.

Significance of Study

The outcome of this study can be useful to those organization facing challenges of participative decision making and employee performance. Again, the findings of this study will contribute to existing knowledge in the area of study as well as bridging the gap that exist in the field of study.

Scope and Limitation of Study

This study focused on Participative Decision Making and Employee Performance in the Hospitality Industry in Owerri, Imo State. The selected hotels are listed as: Rock View, Disney, Cubana, Newton and City Global LTD. The choice of these hotels was made because of its relevance and potential to their target customers. Owerri metropolis is known for a city of hospitality and these hotels offer an attractive place for this research. These organizations accelerate economic development of Imo State. The geographic coverage and scope of this study is therefore delimited.

Definition of Key Terms

Participative Decision Making is concerned with leader behavior in involving their employees in making decision.

Employee Performance is a measure of efficiency and effectiveness of employee relative to their job.

Leader Behavior deals with leadership approach and behavior that focus on getting job done or keeping their follower happy.

Employee Commitment refers to effort that employee put on accomplishing work task on time.

Organizational Structure refers to the chain of command or span of control that flows from top management to lower management and between superiors to subordinates.

Literature Review

Definition of Participative Decision Making

Participative Decision Making means employee participation in decision making. Both are used interchangeable in this paper. Employee Participation or Involvement is defined as a process of involving and empowering employees to use their input towards creating value and improving organizational performance (Sofijanovna and Chatleska, 2013). Employee Participation also mean direct involvement or engagement of employees towards applying ideas, expertise, and efforts in solving organizational problems and achieving its goals or objectives (Bullock and Powell, N.Y).

Similarly, Westhuizen (2010:11) also defines employee participation as the totality of forms, that is direct or indirect involvement of individuals and groups to contribute to the decision making process. On the other hand, Beardwell and Claydon (2007) defined employee participation as the distribution of power between employer and employee in decision making processes, either through direct or indirect involvement. In addition, employee participation also refers to employee involvement in decision making at the workplace (Busck, Knudsen and Lind, 2010). Employee Participation represents the combination of task-related practices, which aim at maximizing employee sense of involvement in their work place and their commitment to the wider organization (Bhatti and Nawab 2011).

In attempt to define the above concepts different authors or researchers have defined it differently making it to be more multifaceted to understand. However, the views of Sofijanovna and Chatleska (2013) are considered the best

among other authors because its definition suits the objective of the study. Due to this reason, the researchers have decided to adopt this definition throughout this paper.

Bhatti and Nawab (2011) have identified that decision making make can be daily, weekly, monthly or annually depending on the importance or need in any organization. The authors argue that in some firms, decision making ability is either centralize on the top level of management or decentralize across levels of management. Managers at all levels and in all areas of organizations make decision. For instance, top level managers make decisions about their organizations goals, where to locate manufacturing facilities, or what new markets to move into. Middle and lower level managers make decisions about production schedules, product quality problems, pay raises, and employee discipline. Making decision making is not the task of managers alone; all organizational members make decisions that affect their jobs and the organization they work for (Minter, 2010; Garvin and Roberto, 2001).

Decision is a choice among two or more alternatives (Minter, 2010). Decision making is the process of choosing among two or more alternatives with the intention of solving a problem or making the best use of an opportunity (Kreitner, 2004). The author stresses that in most organization, decision making depends on the degree of autonomy built into particular jobs. Employees within any organizations react promptly in taking decision if they have freedom to do that that. Decisions are usually made to either to solve problems or to utilize an opportunity. Employee participation in decision making can save the organization from deteriorating or falling into danger.

Decision making is defined as a process of making a choice from a number of alternatives to achieve a desired result (Eisenfuhr, 2011). Stoner, Freeman, and Gilbert (1995:239) defined decision making as a process of identifying and selecting a course of action to deal with a specific problem or take advantage of an opportunity. According to Hellriegel, Jackson and Slocum (2005: 208) decision making include the following; problem identification, information gathering, developing alternatives, analyzing alternative and identifying decision criteria.

On the other hand, Vrba and Brevis, (2002) also defined decision making as the process of selecting an alternative course to solve a problem. Decision making involves “mapping the likely consequences of decisions, working out the importance of individual factors, and choosing the best course of action to take” (Muindi, 2011). Moorhead and Griffin, (2004) also argue that it is a method of choosing between alternatives. Related to this, Greenberg (2011) argues that decision making is sometimes difficult for both individual and group, though the outcome depends on organizations, where the stakes are considerable and the impact is widespread.

Participative Decision Making Indicator

Participative Decision Making concerned with leader behavior that managers perform in involving their employees in making decision (Wagner, 1994, p. 312-330). It is deals with shared decision making in the work environment between managers and subordinates. It explains how businesses can improve their performance by cultivating employee interest and dedication (Cotton, 1993). Employee participation indicators include the following; leader behavior, employee commitment and organizational structure.

Leader Behavior

It explains leadership approach and behavior that focus on getting job done or keeping their follower happy (Goleman, 2000). According to the author, leaders involve their employees in decision making. Leaders make decisions autocratically or democratically. Autocratic leadership makes decisions and announces them to the group.

Democratic leadership seek information, opinions and preferences, sometimes to the point of meeting with the group, leading decisions, and using consensus or majority vote to make the final choice. Democratic leadership accommodates employees and involves them in decision making. Employees are empowered to make contributions and suggestions concerning the organizational welfare. Worker talk freely with their boss about goals and they are trusted to use good judgment in decision making (Bureau of Business Research, 2017). Democratic leader behavior influences positively

employee commitment towards bring out their effectiveness in doing good work that promotes organizational performance.

Organizational Structure

Organizational structure is defined as the formal line of authority or decision that flows from top management level to lower management level. It is a framework by which job tasks or assignments are divided, grouped and coordinated among organizational members. It is in the manner in which various sub-units are arranged and interrelated with one another (Chiekezie, Nzewi and Orogbu, 2008). Organizational structure refers to the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization (Galbraith, 1987; Greenberg, 2011).

Organizations exist to achieve its business goals. These goals are broken down into tasks or function required for the job and it is usually grouped into departments. Most departments in some organizations are grouped into; marketing, sales, advertising, manufacturing, human resource, among others. Within each department, even more distinctions are found between the jobs people perform. Departments are linked to form the organizational structure. The organization’s structure gives it the form to fulfill its function in the environment (Nelson and Quick, 2011).

Employee Performance Indicator

Performance deals with the ability to achieve predetermined goals using people in an efficient and effective manner (Alexandra, 2013). It comprises the actual output or results of an employee as measured against its intended outputs or goals (Richard, Devinney, Yip, and Johnson, 2009). Employee performance is a measure of employee effectiveness and efficient relative to output. It is measures the following indicators; commitment and job satisfaction.

Employee Commitment

Organizational performance is achieved through committed employees. Again, committed employees review and embrace the organization’s mission and direct their actions towards promoting its goals (Robbins & Coulter, 2013; Galford and Seibold, 2002). Committed

employees are goal oriented and derive joy in pursuing organizational objectives and accomplishing it. On the other hand, Kaneshiron (2008) opines that employee commitment can lead to useful outcomes as increasing the effectiveness, efficiency and productivity of the organization.

Employee Commitment is defined as a sense of duty or effort that employee put on accomplishing work task (Manning & Curtis, 2009). It refers to a pledge or promise that binds employee with others on accomplishing work task. Employee commitment is important because high levels of commitment lead to organizational performances. It reflects the extent to which employee identify organizational goals and promote it effectively. Committed employee works joyfully towards achieving organizational objectives. A study of about 30 prosperous firms in USA showed that employee commitment has significant positive effect on organizational performance. High level of employee commitment increases organizational performance and productivity. It is therefore advisable for organizational leaders to create a positive work culture and climate to encourage employee commitment to promote firm productivity.

Job Satisfaction

Griffin and Lopez (2005) defines job satisfaction as employee general attitude towards his or her job. It is an attitude rather than behavior. It is an outcome that concern with employees because satisfied workers are more likely to show up for work, have higher attitude for work and higher levels of performance compared to dissatisfied workers. However, dissatisfied workers have lower attitude for work, lower level of performance and high level of absenteeism (Robbins and Coulter, 2013). Job satisfaction improves employee motivation to take initiative and lower absenteeism rate and turnover rate.

A six nation survey on job satisfaction using European workers showed level of variations on employee satisfaction. For instance, 68 percent of Scandinavian workers, 67 percent of Italian workers, and 63 percent of Swiss workers report being satisfied with their jobs. Other numbers from Europe are somewhat higher. For example, 80 percent of workers in France, 73 percent of

German workers, and 72 percent of workers in Great Britain say they are satisfied with their jobs (Harris, 2007; Swiss, 2005). On the other hand, 60 percent of Canadian workers report being satisfied with their jobs, while 60 percent of Asian Pacific employees are satisfied (Watson, 2006). In Nigeria, 58 percent of workers report that they are satisfied with their job.

Forms of Participative Decision Making

According to Sagie and Aycan (2003) has identified four categories of participative decision making in the following; face-face, collective, pseudo and paternalistic participative decision making.

Face-Face Participative Decision Making: It involves employee direct interaction with the superiors in the decision making process. Again employees who possessed needed knowledge and information are involved in the decision making process.

Collective Participative Decision Making: It involves employee indirect involvement in the decision making process through representative such as consultative committees and work councils or trade unions.

Paternalistic Participative Decision Making: It represents a relationship between a superior and subordinate in form of fatherly to child participation. As the name sounds, the superior is expected to know what is best for the subordinates and provide it.

Pseudo Participative Decision Making: Superiors pretend not to know what is best for the subordinates. It is a form of relationship that develops in a high individualist and high power culture (Sagie and Aycan, 2003).

Theoretical Framework

This study is anchored on Goal Setting Theory (GST) postulated by Edwin Locke (1968). The theory states that individuals are motivated to work towards attainment of pre-determined goals or objectives they set for themselves or they are part of. By being part of the whole process, people understand what are involved and strive towards accomplishing the

goals. The theory is linked to participative decision making and employee performance. GST explains how people are motivated to work for the goals they participate in setting together. Goal Setting Theory resembles Management by Objective (MBO) on the ground that when goals are verified, feedback on performance is given; chances of improvement are also increased. The managerial implication for this theory is that job responsibilities and roles of employee should be designed in such a way to give them access to job autonomy which will increase their commitment, morale and level of satisfaction to accomplish pre-determined goals or objectives.

Empirical Review

Several researchers have investigated the relationship between participative decision making and employee performance in both private and public sector organizations with different findings. This has generated both positive and negative arguments in the literature. Some of these studies conducted from different parts of the world, including Nigeria are reviewed below.

Rehman, Khalid and Khan (2012) studied the impact of Employee Decision Making Styles on Organizational Performance in Banks in Pakistan. The study adopted descriptive approach and questionnaire as instrument for data collection. The population of the study consists of 151 branches of all public and private limited banks in Gujranwala city of Pakistan. The sample size was determined statistically. Random sampling techniques were applied in data collection using the banking industry. The target population consists of 16% top level managers, 59% of middle level managers and, 25% of low level managers respectively. Data were tested statistically using regression technique to compare the relationship between employee decision making and organizational performance in public and private sector banks. Findings showed that employee decision making rational have positive influence on organizational performance. Study of Rehman, Khalid and Khan (2012) and present study are similar as both focused on organizational performance and adopted descriptive survey design and questionnaire as instrument for data collection. However, the difference between earlier study and present study is that the

industry of study and area of study are not the same. However, the study of Rehman, Khalid and Khan (2012) was limited to corporate organizations (Banks) in Pakistan, while present study is limited to transport sector organization. Previous study did not determine the extent to which leader behavior influences employee commitment in the hospitality industry in Owerri, Imo State. This is the gap, present study intends to fill.

Similarly, Kesenwa, Oima and Oginda (2013) researched on effect of Strategic Decision Making on Firms Performance using four selected firms in Kenya. The selected organizations include Safaricom M-PESA, Airtel Money, Orange Money and Essaryu cash Plc. Study adopted descriptive survey approach and secondary data as instrument for data collection. Secondary data were employed to calculate the firms' liquidity ratio and profitability ratio to measure the performance for the firms. Findings showed that there is a significant positive relationship between decision making and organizational performance. Study of Kesenwa et al. (2013) and present study are similar as both focused on decision making and organizational performance. However, the difference between study already done and present study is that both studies adopted different industries to achieve research objective. Again, area of study and driver variable of study are not the same. Conversely, the study of Kesenwa et al. (2013) did not determine the extent to which leader behavior influences employee commitment in the hospitality industry in Owerri, Imo State. This is the gap, present study intends to fill.

Again, Wainaina, Iravo and Waititu (2014), examined the effect of Employee Participation in Decision Making on Organizational Commitment in the Private and Public Universities in Kenya. The target population comprised of academic staff of the university. Descriptive research design and questionnaire was adopted as instrument of data collection. Out of 347 questionnaires were administered to sixteen selected universities in Kenya, only 282 questionnaires were returned in good faith, while the remaining 65 were not returned. The study found that employee participation in decision making significantly influence university academic staffs' organizational commitment in

Kenya. Study of Wainaina et al. (2014) and present study are similar as both focused on decision making and organizational commitment. However, the difference between study already done and present study is that both studies adopted different industries to achieve research objective. Again, area of study and driver variable of study are not the same. Conversely, the study of Wainaina et al. (2014) did not determine the extent to which leader behavior influences employee commitment in the hospitality industry in Owerri, Imo State. This is the gap, present study intends to fill.

Kuye and Sulaimon (2011) studied the relationship between Employee Involvement in Decision Making and Firms Performance in the Manufacturing Sector in Nigeria. This study employed descriptive survey design and questionnaire as instrument for data collection. The results of the study showed a positive significant relationship between employee involvement in decision making and firms' performance. Work already done by Kuye and Sulaimon (2011) and present study are similar as both focused on employee involvement in decision making and organizational commitment. However, the difference between study already done and present study is that both studies adopted different industries to achieve research objective. Again, area of study and driver variable of study are not the same. Conversely, the study of Kuye and Sulaimon (2011) did not determine the extent to which leader behavior influences employee commitment in the hospitality industry in Owerri, Imo State. This is the gap, present study intends to fill.

Isichei and Godwin (2015) investigated Employee Participation in Decision Making and the Performance of the Hospitality industry in Nigeria, a study of selected hotels in the Federal Capital Territory in Abuja. Descriptive survey approach and questionnaire was used as instrument for data collection. Findings showed that there is a positive relationship between extent of employee participation in decision making and organizational performance. Work already done by Isichei and Godwin (2015) and present study are similar as both focused on employee participation in decision making and organizational performance. Both studies adopted the same industry (hospitality) to achieve research objectives. The difference

between work already done and present study is that the area of study and driver variable of study are not the same. Conversely, the study of Isichei and Godwin (2015) did not determine the extent to which leader behavior influences employee commitment in the hospitality industry in Owerri, Imo State. This is the gap, present study intends to fill.

Omobude and Igbudu (2012) wrote on Teachers Participation in Decision Making Process and Job Performances in Oredo Local Government Area of Edo State, Nigeria. The study found that teachers participation in decision making influence positively job performance. Work already done by Omobude and Igbudu (2012) and present study are similar as both focused on employee participation in decision making and organizational performance. However, the difference between work already done and present study is that industry of study and area of study are different. Again, the driver variables of both studies are not the same. Conversely, the study of Omobude and Igbudu (2012) did not determine the extent to which leader behavior influences employee commitment in the hospitality industry in Owerri, Imo State. This is the gap, present study intends to fill.

Zubair, Bashir, Abrar, Baig and Hassan (2015) also investigated Employee Participation in Decision Making and Manager's Encouragement of Creativity in.... The study employed descriptive survey method and questionnaire as instrument for data collection. Out of 240 questionnaires distributed to the participants of the organization, only 206 were returned and used for the study while the remaining 34 were not returned. The findings found that there is positive relationship between employee participation in decision making and managers' encouragement of creativity. Work already done by Zubair et al. (2015) and present study are similar as both focused on employee participation. However, the difference between work already done and present study is that industry of study, area of study and driver variables of study are different. Conversely, the study of Zubair et al. (2015) did not determine the extent to which leader behavior influences employee commitment in the hospitality industry in Owerri, Imo State. This is the gap, present study intends to fill.

RESEARCH METHOD

Research Design

The study objective focused on Participative Decision Making and Employee Performance in selected hotels in Owerri, Imo State, Nigeria. To achieve study objective, descriptive survey design is adopted. The reason is to allow researchers investigate what is already into existence and to observe what others have studied before.

Population of the study

The study population involved all the supervisors and managers of the selected hospitality firms in Owerri, Imo State. They five hotels include the followings: Rock View hotel, Disney hotel, Cubana hotel, Newton hotel and City Global hotel LTD. The whole hotels in Owerri metropolis will be difficult to study due to cost implications involved in moving from one location to another. In order to make study research orientated the best thing was to select a sample population that represent the entire population. The criteria for choosing these hotels were based on their relevance and reputation to their target customers that is; they ranked the biggest and most popular hotels in Owerri metropolis. The above criteria motivated the researchers in choosing them among others hotels in achieving research problems and study objectives vis-à-vis. Their population figure was given in table 1:

Table 1 shows the number of employees in the selected branch of the organizations. They have a combined figure of ninety two (92) staff.

Sample Size and Sampling Technique

Since the population of the study is not too large, study adopts complete enumeration-based method. Most populations about which inferences must be made are usually quite large. Given the above reasons, the sample size cannot be statistically determined using TaroYamene formula. Simple random technique was adopted in distributing the questionnaire to the target audience using the selected hotels. A simple random sampling technique allows each unit in the population an equal chance of being selected and represented in the survey and it is free from sampling bias.

Data Collection Method

Data for the research was collected from primary source. Questionnaire was adopted as instrument for data collection. 92 copies of a structured questionnaire were administered, and the participants were placed on objective response for each statement on a five point likert scale. The response scoring weights represent the following; Strongly Agree- 5 points, Agree- 4 points, Undecided/Neutral-3 points, Disagree- 2 points, and Strongly Disagree-1 point. The hypotheses were tested statistically using T-test and data were analyzed using ANOVA with the aid of SPSS software.

Validity of the Instrument

The Participative Decision Making and Employee Performance questionnaire was given to experts in Management Department, Federal University of Technology, Owerri Imo State for critical examination. They were requested to scrutinize the items of the instrument in relation to the research objectives and ascertain if the items had face and content validity. They were also requested to make their recommendations as to the suitability of the instrument. Based on their scrutiny and suggestions, 12 items were modified and reduced to 8 for trial testing.

The validity of the instrument was performed on the surface level using face validity. This helped the researcher to evaluate whether or not the conceptual variables were properly measured at the face or surface value. For the purpose of this study, face validity were performed with the help of an expert who read through the questionnaire and offered corrections.

Reliability of the Instrument

Trial testing was conducted to test the appropriateness of the instrument with a sample of 4 participants of the selected hotels. The questionnaire was tried on sample similar to the one under study but was not included in the study. The data obtained from the trial testing of the instrument were used to determine its reliability. The split-half method was applied whereby the reliability of test ratings was calculated from a single administration of a test. The data collected was analyzed using Cronbach's Coefficient Alpha method.

An instrument is reliable when it gives a

consistent result when repeated under similar conditions by different researchers. Cronbach's alpha was used to investigate the reliability of test results in this study. Again, when alpha test result ranges between the level of 0.60 and

above, such result is considered acceptable as suggested by (Cronbach, 1979). Since the alpha test score of 0.876 is greater than 0.60, the instrument is reliable (table 2).

Table 1: Population of the study

Names of Hotels	Locations/Branch	Population
Rock View	Okigwe Road Owerri	26
Disney	Onitsha Road Owerri	14
Cubana	World Bank Road Owerri	17
City Global	Portharcourt Road Owerri	23
Newton	Hospital Road Owerri	12
Total		92

Source: (Field Survey, 2017).

Table 2: Reliability test result

Cronbach's Alpa	No of Item
0.876	2

Source: (SPSS Version 20).

**Table 3: Schedule of questionnaire administered and returned for selected hotels
(Rock View, Disney, Cubana, Newton and City Global LTD)**

Item	Frequency	% of Questionnaire
Returned Questionnaire	85	92.39
Unreturned Questionnaire	7	7.60
Total number of Questionnaire Administered	92	100

Source: (Field Survey 2017).

Method of Data Analysis

The data used in answering the research questions and testing of the hypotheses were obtained from the responses from Participative Decision Making and Employee Performance of Selected Hotels in Owerri, Imo State. Data for research question one were analyzed using Pearson Product Moment Correlation Coefficient to; determine the extent of the relationship between leader behavior and employee commitment. Reject the null hypotheses when the p-value is less than the critical value at 0.01 level of significance, otherwise accept the alternate hypothesis.

In rejecting the null hypotheses, it shows that there exists no significant relationship between independent and dependent variables. In accepting the alternate hypotheses, it shows that that exist strong significant relationship between independent and dependent variables (tables 3 and 4).

Data Presentation and Analysis of Result

**Data Presentation
Research Question One**

To what extent does leader behavior influences employee commitment of selected hotels in Owerri, Imo State, Nigeria?

Table 4: Frequency distribution of questionnaire responses for selected hotels

S/N	Participative Decision Making	SA	AG	UN	DA	SD	TOTAL
A. Leader Behavior							
1.	I talk freely with my superior.	31	27	9	11	7	85
2.	My boss involves employees in decision making.	34	26	5	14	6	85
3.	In my organization, workers are empowered to make contributions and suggestions concerning organizational welfare.	29	33	12	3	8	85
4.	Workers are trusted to use good judgment in decision making.	32	29	8	7	9	85
5.	In my workplace, staff are encouraged to get involved in setting work goals.	39	30	2	6	8	85
6.	My boss rewards good ideas and suggestions offered by employees.	41	32	1	4	7	85
Employee Performance							
B. Employee Commitment							
7.	I am proud to belong to my present organization and committed to my job.	43	37	3	1	1	85
8.	The way my boss treat me influences my work performance.	38	41	2	3	1	85
9.	I wish to put extra effort if my boss empowered me to get involved in setting work goals.	36	32	7	4	6	85
10.	I will go extra mile to achieve organizational objective if I am trusted to make contributions and suggestions.	34	29	8	5	9	85
11.	If my organization recognizes my effort, I will put in my best performance.	39	34	4	6	2	85
12.	I have good sense of belongingness in my present organization and I will put much effort in promoting its performance.	36	31	3	7	8	85
13.	I will work joyfully in achieving my organizational goal.	33	39	6	4	3	85

Source: (Field Survey, 2017).

Table 5: Correlation matrix

		LB	EC
LB	Pearson Correlation	1	0.792**
	Sig. (2-tailed)		0.000
	N	85	85
EC	Pearson Correlation	0.792**	1
	Sig. (2-tailed)	0.000	
	N	85	85

Source: (SPSS Version 20)

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

LB= Leader Behavior

EC= Employee Commitment

Test of Hypothesis

H₀₁: There is no strong positive relationship between leader behavior and employee commitment in the selected hotels in Owerri State, Nigeria.

H_{a1}: There is a strong positive relationship between leader behavior and employee commitment in the selected hotels in Owerri, Imo State, Nigeria.

DISCUSSION

Table 5 shows Pearson Product Moment Correlation Coefficient run to determine the relationship between leadership behavior and employee commitment. The result revealed a significant positive relationship between the dependent variable and independent variable. The Pearson's result was stated as follows ($r = 0.792$, $N=85$ and $p= .000$). Since the p-value (0.000) was less than the 0.01 level of significant at two-tailed test, the null hypothesis which states that there is no positive relationship between leader behavior and employee commitment in the selected hotels in Owerri State, is therefore rejected; while the alternate hypothesis which states that there is a positive relationship between leader behavior and employee commitment in the selected hotels in Owerri State, Nigeria, is therefore accepted.

Pearson Product Moment Correlation Coefficient was sought to determine the extent of the relationship between leaders behavior and

employee commitment. Independent variable represents leader behavior while dependent variable represents employee commitment. Since the p-value (0.000) is less than the critical value at the 0.01 level (2 tailed), the null hypothesis which states that there is a positive significant relationship between leader behavior and employee commitment hypothesis was rejected. This implies that, there is a positive relationship between leader behavior and employee commitment in the selected hotels in Owerri, Imo State, Nigeria.

CONCLUSION

This study having investigated the extent of the relationship between Participated Decision Making and Employee Performance of Selected Hotels in Owerri, established that, there is a significant positive relationship between the dependent variable and independent variables (leader behavior and employee commitment). Reflecting on the literature, Participative Decision Making is the process of involving and empowering employees to use their input towards creating value and improving organizational performance (Sofijanov & Chatleska, 2013). This definition explains how leader behavior promotes employee commitment in decision making process. Leader behavior therefore has positive influence on employee commitment. The views of Sofijanov and Chatleska (2013) agree with the findings.

RECOMMENDATIONS

The result of this study is suitable for any kind of organization having great challenges on employee participation in decision making. Based on the conclusion, recommendations are made as follows;

I. It is advisable for organizations to integrate management by objective (MBO) at every level of the organization to promote high productivity in the workplace

II. Firms are advised to structure their organization in such a way to allow free flow of decision making at every level of management to promote employee commitment in decision making.

III. Organizations are advised to put more effort on encouraging their employees to come up with suggestions and useful input that will promote organizational performance.

IV. Organizations are encouraged to increase the frequency and level of worker participation in decision making between manager and subordinates.

REFERENCES

- Alexandra, L. G. (2013). Organizational Learning and Performance: Conceptual Model. Proceedings of the 7th International Management Conference on "New Management for the New Economy". November 7th- 8th, 2013, Bucharest, Romania.
- Beardwell, J. and Claydon, T. (2007). *Human Resource Management: A Contemporary Approach*, (6th ed.), Harlow: Pearson Education.
- Bhatti, K. and Nawab, S. (2011). Effect of Direct Participation on Organizational Commitment. *International Journal of Business and Social Science*, 2 (9).
- Bullock, R. and Powell, S. (N.Y). What is Employee Involvement, University Consulting Alliance. Available: <https://www.washington.edu/admin/hr/pod/leaders/orgdev/alliance/articles/EmployeeInvolvement-ScontrinoPowell.pdf>.
- Bureau of Business Research (2017). Leader Behavior Description Questionnaire – Form XII Self. Ohio, USA: State University of Columbus.
- Busck, O, Knudsen, H. and Lind, J. (2010). The Transformation of Employee Participation: Consequences for the Work Environment. *Economic and Industrial Democracy*, 31(3), pp. 285-305.
- Chiekezie, O. M., Nzewi, N. H. and Orogbu, O. L. (2008). *The Principles of Management*, (1st ed.), Anambra State, Nigeria: First Fountain Nigeria.
- Cronbach. A. (1979). Reliability of the Instrument.
- Cotton, J. L. (1993). *Employee Involvement: Methods for Improving Performance and Work Attitudes*, United State of America, CA: Thousand Oaks: Sage Publications, Inc.
- Eisenfuhr, F. (2011). Decision Making. *Academy of Management Review*, 19 (2), pp. 312-330.
- Muindi, F. K. (2011). The Relationship between Participation in Decision making and Job Satisfaction among Academic Staff in the School of Business University of Nairobi. *Journal of Human Resource Management Research*, 34.
- Galbraith, J. R. (1987). *Organization Design*, In, J. W. Lorsch, ed., *Handbook of Organizational Behavior*, New Jersey: Englewood Cliffs, Prentice Hall.
- Galford, R. and Seibold, D. A. (2002). *The Trusted leader: Bringing Out the Best in Your People and Your Company*, the Free Press.
- Garvin, D. A. and Roberto, M. A. (2001). What You Don't Know About Making Decisions. *Harvard Business Review*, September, pp.108-116.
- Greenberg, J. (2011). *Behavior in Organizations*, (10th ed.), New Jersey: Upper Saddle River, Prentice Hall.
- Griffin, R. W. and Lopez, Y. P. (2005). Bad Behavior in Organizations: A Review and Typology for Future Research. *Journal of Management*, December, pp. 988-1005.
- Goleman, D. (2000). Leadership that Gets Results. *Harvard Business Review*, pp. 78-90.
- Harris Interactive (2007). Six Nation Survey Finds Satisfaction with Current Job, Available: www.harrisinteractive.com (October 9, 2007).
- Helms, M. M. (2006). Theory X and Theory Y. *Encyclopedia of Management Education*. Available: <http://www.enotes.com/managementencyclopedia/theory-x-theory-y%5> (December 7, 2017).
- Hellriegel, D., Jackson, S. E. and Slocum, J. (2005). *Management*, Cape Town: Oxford Edition.
- Isichei, E. E. and Godwin, U. D. (2015). Employees' Participation in Decision Making and the Performance of the Hospitality Industry in Nigeria: An Investigative Study of Selected Hotels in the Federal Capital Territory, Abuja, Nigeria. *Academic Journal of Economic Studies*, 1 (4), pp. 54–6.
- Kaneshiro, P. (2008). Analyzing the Organizational Justice, Trust and Commitment Relationship in a Public Organization: Submitted to North Central University, University, University Microfilms. *The Humanities and Social Sciences*, pp. 14-20.
- Kesenwa, A., Oima, O. D. and Oginda, M. (2013). Effect of Strategic Decision Making on Firms Performance: A Case Study of Safaricom Limited. Nairobi, Kenya. *International Journal of Business and Social Science*, 4 (13).
- Kreitner, R. (2004). *Management*, (9th ed.), Boston: Houghton Mifflin Company.

- Kroll, K. M. (2006). *Absence- Minded*, CFO Human Capital, pp. 12-14.
- Kuye, L. O. and Sulaimon, A. H. A. (2011). Employee Involvement in Decision Making and Firms Performance in the Manufacturing Sector in Nigeria. *Serbian Journal of Management*, 6 (1), pp. 1-15.
- Locke, E. (1968). *Goal Setting Theory*, Retrieved on Available:<http://web.utah.edu/basford/familyfinance/documents/LockesGoalSettingTheory.docx> (January 6, 2018).
- M.S.G, Management Study Guide (2016). *Advantages of Participative Management*. Available: <https://www.managementstudyguide.com/participative-management-advantages-disadvantages.htm> (December 17, 2017).
- Manning, G. and Curtis, K. (2009). *The Art of Leadership*, (3rd ed.), New York: McGraw-Hill Irwin.
- Minter, S. (2010). The Season of Snap Judgment. *Industry Week*, May, p. 6.
- Moorhead, G. and Grifcin, R. (2004). *Organizational Behavior: Managing People and Organizations*, (7th ed.), Boston, USA: Houghton Mifflin Company.
- Nelson, D. B. and Quick, J. C. (2011). *Understanding Organizational Behavior*, Mason: South-Western Cengage Learning.
- Noah, Y. (2008). A Study of Worker Participation in Management Decision Making Within Selected Establishments in Lagos. *Nigeria Journal of Social Science*, 17 (1), pp. 31-39.
- Omobude, M. and Igbudu, U. (2012). Influence of Teachers Participation in Decision Making on their Job Performance in Public and Private Secondary Schools in Oredo Local Government Area of Edo State, Nigeria. *European Journal of Business and Social Sciences*, 1 (5), pp. 12-22.
- Probst, T. M. (2005). Considering the Negative Effects of Job Insecurity through Participative Decision Making: Lessons from the Demand-Control Model. *Journal of Occupational Health Psychology*, 10, pp. 320-329.
- Rehman, R. R., Khalid, A. and Khan, M. (2012). Impact of Employee Decision Style on Organizational Performance: In the Moderating Role of Emotional Intelligence. *World Applied Science Journal*, 17 (10), pp. 1305-1315.
- Richard, P. J., Devinney, T. M., Yip, G.S. and Johnson, G. (2009). Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*, 35(3), pp. 718-804.
- Robbins, S. P. and Coulter, M. (2013). *Management*, (11th ed.). England, UK: Pearson Education Limited.
- Sagie, A. and Aycan, Z. (2003). A Cross-Cultural Analysis of Participative Decision- Making in Organizations. *Journal of Human Relations*, 56 (4), pp. 453-473.
- Sofijanova, E. and Chatleska, V. Z. (2013). Employee Involvement and Organizational Performance: Evidence from Manufacturing Sector in Republic of Macedonia. *Trakia Journal of Science*, 11(1), pp. 31-36.
- Stoner, J. A, Freeman, R. E. and Gilbert, D. A. (1995). *Management*, (6th ed.), New Jersey: Prentice Hall.
- Swiss Info (2005). Swiss Like Work, But Not Their Salaries, Available: www.swissinfo.org (June, 7, 2005).
- Vrba, M. J. and Brevis, T. (2002). *A Guide to Passing: General Management*, Claremont: New Africa Education.
- Wainaina, L. M. Iravo, M. and Waititu, A. (2014). Effect of Employee Participation in Decision Making on the Organizational Commitment Amongst Academic Staff in the Private and Public Universities in Kenya. *International Journal of Advanced Research in Management and Social Science*, 3 (12), pp. 131-142.
- Wagner, J. (1994). Participation's Effect on Performance and Satisfaction: A Reconsideration of Research. *Academy of Management Review*, 19 (2), pp. 312-330.
- Watson, W. W. (2006). A Comparison of Attitudes around the Globe. Available: <http://www.watsonwayatt.com/research> (December, 21, 2017).
- Westhuizen, D. (2010). Culture, Participative Decision Making and Job Satisfaction. *Economic and Industrial Democracy*, 31 (3), pp. 285-305.
- Williamson, M. G. (2008). The Effects of Expanding Employee Decision Making on Contributions to Firm Value in an Informal Reward Environment. *Contemporary Accounting Research*, 25 (4), pp. 1184-1209.
- Zubair, A., Bushir, M., Abrar, M., Baig, A. S., and Hassan, Y. S. (2015). Employee's Participation in Decision Making and Manager's Encouragement of Creativity: The Mediating Role of Climate for Creativity and Change. *Journal of Service Science and Management*, 8 (3), pp. 306-321.