
**ORGANISATIONAL CHANGE AND EMPLOYEE RATE OF PARTICIPATION IN
COMPANY'S DECISION MAKING IN SELECTED FOOD AND BEVERAGE
MANUFACTURING FIRMS IN SOUTH EAST, NIGERIA**

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Abstract

The study was to examine organizational change and employee rate of participation in the company's decision making in selected food and beverage manufacturing firms in South East, Nigeria. The specific objective includes to: Assess the effect of employee rate of participation in Company's decision making and volume of sales in the firms in South East, Nigeria; evaluate the rate of change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria. The population consists of 655 staff of selected food and beverage manufacturing firms in Enugu state. The study used the survey approach. The primary sources used were the administration of a questionnaire to staff and distributors. 583 copies of the questionnaire were returned and accurately filled. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.83 which was also good. The hypotheses were analyzed using the f -statistic tool. It was concluded that participation in strategic change processes is frequently assumed to have some positive consequences for decision quality, effective responses to change and the success of strategic change implementation. The study recommended that employees must be made to participate in decision-making to promote creativity and changes in innovation.

Keywords: *Organizational Change, Employee Rate of Participation, Decision Making*

Introduction

Change is essential in organizations to permit employees to learn new skills, explore new opportunities and exercise their creativity in a ways that benefit the organization through new ideas and increased commitment. Preparing the workers to deal with these changes involves an analysis of the tools and training required to aid them learn new skills. Training can be made available through traditional classroom settings or, increasingly, through online learning opportunities. Importantly, organizations need to do an excellent job of evaluating employees' capabilities and then taking steps to fill the gaps between new skills and the skills required to respond to growth (Pophal, 2010).

Change has become a dominant aspect of organizational life (Dupuy, 2012). Evolution is natural and cannot be controlled. It occurs when there is economic development, climate, and technology (Hatch, 2009). One of the prerequisites of organizational change management is that for initiating and implementing successful change which is necessary to conduct a complete and systematic process for transforming the organizational realities. For that, the leadership development plays a very important role, being a critical factor in the process of organizational transformation that can explain the shift from a competitive level to another one (Radu&Năstase, 2011).

Attitudes towards organizational change may be defined as an employee's overall positive or negative investigative judgment of a change initiative implemented by their organization. It is the internal state that influences an individual's choices of personal action, or a response tendency towards the change (Bianey et al., 2014). It is the certain regularities of an individual's feelings, thoughts and predispositions to act towards some aspect of his or her environment (Visagie, 2010). Organizational policies and strategies have to be changed due to the growing globalization of business, increasing competition, and technological advancement. Most challenges in organizations are generated by competition, advanced technology, mergers, expansion, product quality maintenance, enhancing employee efficiency, rapid growth, new business ventures, exciting opportunities, innovations, and new leadership and management approaches (Madsen et al., 2015). For these challenges to be overcome, employee attitudes and behaviors to accept organizational change should be taken into consideration for management and change agents for successful organizational change to be attained (Bernerth, 2014). It is also important that employees be afforded key opportunities to participate in change initiatives. Zimmerman (2015) argued that employees should always be the main players in the facilitation, implementation, and management of effective change because employees are directly involved in the process of change in some form or the other.

1.2 Statement of the Problem

Participative decision-making (PDM) is an element vital to improving participation and employee embrace to change in an organization. Workers' participation had been proven as a management solution to improving on workers satisfaction. Many organizations have experienced the lack of commitment by employees towards implementation of decisions taken by highest management which undoubtedly has serious repercussions on organizational success. Much dissatisfaction coming from decisions taken by management has led to many actions taken by employees including the strike process. This has been seen as a disadvantage to their welfare, growth, and survival of the organization

When changes are introduced without carrying the employees along, it leads to job dissatisfaction, lack of organizational commitment, low labor-management relations which reduced the volume of sales and employee turnover. The study, therefore, seeks to evaluate the effect of the organizational change on employee participation in decision making in food and beverage manufacturing firms in South East, Nigeria.

1.3 Objectives of the Study

The main objective of the study was to evaluate the effect of the organizational change on employee participation in decision making in food and beverage manufacturing firms in South East, Nigeria. The specific objectives include to:

- i Assess the effect of employee rate of participation in Company's decision making and volume of sales in the firms in South East, Nigeria.
- ii. Evaluate the rate of change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria.

1.4 Research Questions

- i What is the effect of employee rate of participation in Company's decision making and volume of sales in the firms in South East, Nigeria?
- ii. What is the rate of change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria?

1.5 Statement of the Hypotheses

- i There is a positive effect on employee rate of participation in Company's decision making and volume of sales in the firms in South East, Nigeria.
- ii. There is a positive effect on the rate of change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Organisational Change

Organizational change is about reviewing and modifying management structures and business processes. Small businesses must adapt to survive against higher competitors and grow. However, success should not lead to complacency. To stay a step ahead of the competition, companies need to look for ways to do things more efficiently and cost-effectively. There is no need to fear change. Instead, small businesses should embrace change as a way to lay the foundations for enduring success. Evolution involves the crystallization of new possibilities (new policies, new behaviors, new patterns, new methodologies, new products or new business ideas) based on the reconceptualized trends in the institution. The architecture of change includes the design and construction of new models, or the reconceptualization of old ones, to make further, and hopefully more productive actions possible.

Lending support to the above view, Kanji and Moura (2013) and Lycke (2013), state that changes can be many and could also include changes to procedures, structures, rules and regulations, technology, training and development and customer needs within organizations. Kanter, Stein, and Jick (2012) considered a change to be 'the shift in the behavior of the whole organization.' In other words, most organizations are influenced by changes in the environment that require adaptation of internal processes (Senge, Kleiner,

Roberts, Ross, Roth and Smith 2012). However, adding a new dimension to the definition of change, Kanter (2012) maintained that change should not be incidental. All change initiatives must be planned in consultation with employees. Dunphy (2016) had a similar view, stating that all change initiatives must be planned actively with all the relevant stakeholders. Furthermore, planned change must have a specific motive for the organization to remain in a viable state. Also, such change should be a continuous and adaptive process to sway 'employees so that they buy into new ideas or shaping the formation of employees' identities so that their intuitions become constant with the [organizational] strategic direction' (Lawrence, Dyck, Maitlis and Mauws 2016). These writers held the view that if the organization fails to introduce continuous and adaptive change, they will 'experience adaptation without the energy that comes from employees buying into different approaches and perspectives and reformulating their identities in a ways that match the new direction.'

It is just as important, to recognize that employees can also be the main obstacle to implementing change. Thus, to limit the opposition to change, Swedberg and Douglas (2015) advocated the incremental change approach in organizations that face this dilemma. This approach is perceived as 'fine-tuning ... making relatively minor adjustments in a system' (Swedberg and Douglas 2015). Likewise, Nadler and Tushman (2012) explained, incremental change as a series of minor changes, each of which 'attempts to build on the work that has already been accomplished and improves the functioning of the enterprise in tiny increments'. Proponents of this approach to change see incremental change as a normal and ongoing process occurring in both private and public organizations. This type of change fosters more effective ways of getting employees to work in collaboration and accord, eventually resulting in the organization performing more efficiently and effectively. While some organizations favor this approach, other writers like Quinn (2011) see no merit in its use. Quinn (2011), maintained that this type of change 'is usually limited in scope. However, in spite of the latter criticism, some organizations favor the incremental change approach because it is a healthy and ongoing part of any effective organization. As employees work together, better ways of working together emerge to help the organization run more smoothly, effectively, and efficiently.

2.1.2 Employee Participation in Decision Making

Employee Participation in decision making is when organizations directly delegate to non-management a significant amount of decision making authority (Somech, 2002). Studies have however indicates that only about 3–5 percent of organizations implement it in their organizations. Participative management involves management treating the ideas of workers with respect and consideration in the decision-making process. Some researchers believe that active management needs to be implemented in most companies because it is necessary. Employee involvement has been conceptualized as the process of developing a feeling of psychological ownership among organizational members and has been implemented via the participation of employees in information, decision making and problem-solving. Many studies have shown that a participative management approach is the best one to choose to stimulate productivity. Theories of participative management advocate that managers share decision making power with the employee to enhance performance and work satisfaction. (Steinheider et al., 2006) Feels that the implementation of participative management scheme can satisfy all three basic human work needs which in his opinion are: achievement, autonomy and interpersonal contact in the context of work

activities. He also noted that it is ethically indefensible to manage "no-anticipatively" unless one maintains the position that individuals do not have a fundamental right to remain unharmed by others.

Participatory decision-making process creates an avenue for employees' to be involved in the decision-making process as they are pushed down to the lowest level of an organization. Many studies all point to the fact that workers involvement or participation in decision making does influence organizational commitment, job satisfaction, and effectiveness. To some it lowers absenteeism, enhance work attitudes, higher individual work performance, lower employee turnover and increase returns on equity, improve organizational learning culture. Research shows that employees want to be part of a team and they want to be involved in decision making. It has been identified in law enforcement agencies some of the critical issues that contribute to low morale, stress and high turnover stem from the lack of employee participation or involvement in the decision-making process (Stringer, 2006).

2.1.3 Sales Volume

Sales volume is the number of units sold within a reporting period. This figure is monitored by investors to see if a business is expanding or contracting. Within a company, sales volume may be observed at the level of the goods, product line, customer, subsidiary, or sales region. This information may be used to alter the investments targeted at any of these areas. A business may also observe its break-even sales volume, which is the number of units it must sell to earn a profit of zero. The concept is useful when sales are contracting, so that management can determine when it should apply cost reductions. This can be a difficult concept to implement when there are many different products, and especially when each product has a different contribution margin.

To maximize productivity and increase the volume of sales in an organization, management must value and nurture its most vital assets, namely, people (workers). Profits depend on growing sales and managing costs. Increased Productivity is by producing more output with a given number of inputs resources". This implicitly means that the input resources is the human resources which are rated highest in all other funds and every other factor are determined by it in every organization. When you put employee satisfaction first, productivity goes up, and sales are increased. In an analysis of different studies by the Harvard Business Review, findings showed an average of 31 percent higher productivity and 37 percent more sales when employees are given the opportunity to participate in decisions in the organization (Nathan, 2016).

2.1.4 Change in Salary Payment

Financial compensation is one of the best ways to recognize or reward employees for their hard work and contributions. Salary is a fixed amount of money or compensation paid to an employee by an employer in return for work done. Salary is commonly paid in a fixed intervals, for example, monthly payments of one-twelfth of the annual salary. Payroll is typically determined by comparing market pay rates for people performing similar work in similar industries in the same region. Salary is also determined by leveling the pay rates and salary ranges established by an individual employer. Salary is also affected by the number of people available to perform the specific job in the employer's employment locale (Card, & Krueger, 2005). Salaries are fixed cost in nature. In accounting, wages are recorded in payroll accounts. Salary is a set amount of money or compensation paid to an employee by an employer in return for work performed. Salary is commonly paid in fixed

intervals, for example, monthly payments of one-twelfth of the annual salary. When *employees* are given the best *salaries* and working conditions and are not allowed to *participate in the decision-making* process, they become unsatisfied.

2.1.5 Employee Turnover

Mayhew (2016) opine employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Measuring employee turnover can be helpful to employers that want to investigate the reasons for a turnover or estimate the cost-to-hire for budget purposes. Desirable turnover also occurs when replacing employees infuses new talent and skills, which can give an organization a competitive advantage. Conversely, undesirable turnover means the company is losing employees whose performance, skills and qualifications are valuable resources. However, employee turnover calculations may also factor in different types of turnover, such as involuntary and voluntary, or even more specific reasons why employees quit, such as poor performance, absenteeism or employees accepting new jobs elsewhere. Turnover calculations are helpful to determine hiring costs, training requirements or estimating staff time devoted to recruitment activities. Businesses have long understood that it is easier and more cost-effective to keep current customers or clients happy than it is to acquire new customers.

Stress and high turnover stem from the lack of employee participation or involvement in the decision-making process. When *employees* are given the best *salaries* and working conditions and are not allowed to *participate in the decision-making* process, they become unsatisfied and leads to a turnover. Employee turnover refers to the resignation of employees from the current organization to work for another organization. Turnover intention is defined as the willfulness, tendency and attitude of an employee to leave the organization to work for another organization (Ukaidi, 2015). An organization can gain a competitive advantage due to retaining of the qualified, productive and loyal workforce. Employee turnover is the most focused area by the scholars, academicians, researchers and the human resource managers. Employee retention is also considered the input for improving the financial performance of the organization. The outcome of the increased level of turnover in the organization is also in the form of indirect costs like a burden on the existing workforce, loss of social capital and low morale (Des & Shaw 2001).

The increasing trend of turnover enhances the cost and reduces the productivity and efficiency of the organization. Hence, it is crucial to study the factors affecting the turnover in the organizations. For the opulence of the organization, human resource management becomes an essential aspect for the organization. In an organizational setting, context, turnover is the act of replacing an employee with a new employee. Partings between organizations and employees may consist of termination, retirement, death, interagency transfers, and resignations. An organization's turnover is measured as a percentage rate, which is referred to as its turnover rate. Turnover rate is the percentage of employees in a workforce that leave during a specified period. The whole of Organizations and industries measure their turnover rate during a fiscal or calendar year. If an employer is said to have a high turnover rate relative to its competitors, it means that employees of that company have a shorter average tenure than those of other firms in the same industry. High turnover may be risky to a company's productivity if skilled workers are often quitting and the worker population contains a high percentage of novices (Beam, 2014).

Companies often track turnover internally across departments, divisions, or other demographic groups, such as turnover of women versus men. Most companies allow their managers to terminate employees at any time, for any reason, or for no reason at all, even if the employee is in good standing. Additionally, companies track voluntary turnover more accurately by presenting parting employees with surveys, thus identifying particular reasons as to why they may be choosing to resign. Many organizations have discovered that turnover is reduced drastically when issues affecting workers are addressed urgently and professionally. Companies try to reduce employee turnover rates by offering bonus such as paid sick days, paid holidays and flexible schedules. Employee turnover is a critical issue and pretty high in the manufacturing industry. Managers are interested in reducing employee turnover in the organization in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organization. Turnover is defined as the individual movement across the membership boundary of an organization. The concept individual refers to the employees within an organization, and the notion of progress can be interpreted either as an accession or a separation of the company. In turnover literature, authors also used other labels for turnover, such as quits, attrition, migration, mobility, exits or succession (Kumar, 2015).

2.2 Theoretical review

Kurt Lewin's Theory

Kurt Lewin in 1940 developed change theory. Lewin believed that change occurred when the forces that supported the system's stable behavior were modified. More specifically, that the situation of the system, at any given moment in time, is in accordance with the interaction between two groups of forces – those that tend to maintain the status quo, and those that tend to modify it.

When both groups of forces are approximately equal, it is said that the system is in a state of quasi-stationary equilibrium. To modify this state, we must strengthen one group of forces or the other. Kurt Lewin developed three steps: unfreezing, changing and refreezing. The model represents a straightforward and practical model for understanding the change process. For Lewin, the process of change entails creating the perception that a change is needed, then moving toward the new, desired level of behavior and finally, solidifying that new behavior as the norm. The model is still broadly used and serves as the basis for many modern change models. Unfreezing: Before you can cook a meal that has been frozen, you need to defrost or thaw it out. The same can be said of the change. Before a replacement can be implemented, it must go through the initial step of unfreezing. Because many people will naturally resist change, the goal during the unfreezing stage is to create an awareness on how the status quo, or current level of acceptability, is hindering the organization in some way. Old behaviors, ways of thinking, processes, people and organizational structures must all be carefully scrutinized to show employees how necessary a change is for the organization to create or maintain a competitive advantage in the marketplace. Communication is especially important during the unfreezing stage so that employees can become informed about the sudden change, the logic behind it and how it will benefit each employee. The idea is that the more we know about a difference and the more we feel it is necessary and urgent, the more motivated we are to accept the change.

Changing: Now that the people are 'unfrozen' they can begin to move. Lewin recognized that change is a process where the organization must transition or move into this new state of being. This changing step, also referred to as 'transitioning' or 'moving,' is marked by the implementation of the change. This is when the change becomes authentic. It's also, consequently, the time that most people struggle with the current reality. It is a time marked with uncertainty and fear, making it the hardest step to overcome. During the changing phase, people begin to learn new behaviors, processes, and ways of thinking. The more prepared they are for this step, the easier it is to complete. For this reason, education, communication, support and time are critical for employees as they become familiar with the change. Again, change is a process that must be carefully planned and executed. Throughout this process, employees should be reminded of the reasons for the change and how it will benefit them once its fully implemented.

Refreezing:Lewin called the final stage of his change model freezing, but many refer to it as refreezing to symbolize the act of reinforcing, stabilizing and solidifying the new state after the change. The changes made to organizational processes, goals, structure, offerings or people are accepted and refrozen as the new norm or status quo. Lewin found the refreezing step to be especially important to ensure that people do not revert to their previous ways of thinking or doing before the implementation of the change. Efforts must be made to guarantee the difference is not lost; instead, it needed to be cemented into the organizational culture and maintained as the acceptable way of thinking or doing. Positive rewards and acknowledgment of individualized efforts are often used to reinforce the new state because it is believed that positively reinforced behavior will likely be repeated (Sherri, 2016).

2.3 Empirical Review

Muindi (2011) conducted a study on the relationship between participation in decision making and job satisfaction among academic staff in the school of business, University of Nairobi Kenya. The study examined the relationship between participation in decision making and job satisfaction among academic staff in the public University of Nairobi. This study was conducted on the positivist approach to research. The study adopted a descriptive survey research design. The population of the study was all non-management members of academic staff at the School of Business, University of Nairobi. A structured questionnaire was prepared and distributed to all selected respondents. The study comprised of two primary variables, namely participation in decision making, which was the independent variable and job satisfaction which was the dependent variable. A five-point scale was used to collect data and analysis was based on averages, percentage, correlation coefficient, and linear regression. The study shows that the level of job satisfaction for workers at the SOB increases proportionately with an increase in their level of participation in decision-making. The study concludes that job satisfaction was related to the factors of rewards, work environment, leadership, administrative supervision, and aspects of the job itself. The study recommends that the targeted employees of the school of business at the University of Nairobi only. There could be different notions about job satisfaction and decision making among other workers in other schools in the universities and other universities as well.

Ezennaya (2011) conducted a study on employee participation in decision making and its impact on productivity: an appraisal of government printing press and two other private publishing companies in Enugu. The research has examined employee participation in decision making and its impact on productivity. Three publishing outfits in Enugu were studied, namely: Government Printing Press, ROCANA Nig Ltd, and GOSTAK Nig Ltd. The population consisted of managers and employees in the three elected firms in Enugu Urban. The sample for the study was 137. Out of the 137 questionnaires administered, 105 were returned. Oral interview was also used to obtain responses from some managers and employees. The use of tables and percentages analyzed the outcome of the study while the use of chi-square tested the three hypothesis formulated. The study showed that participative decision making does not involve participation at all levels of management. There are diverse perceptions of the involvement among workers and managers. The study concludes that employee participation has been found to have favorable effects on employee attitude, commitment, and productivity even also on the efficiency of the managers. The study recommended that managers should put more effort into encouraging their employees to come up with suggestions and useful decisions and endeavor to incorporate them into the organization's decisions and policy.

Ndibe (2014) conducted a study on the effect of employees training on organizational performance in soft drinks bottling companies in Enugu State, Nigeria, the process and procedure of identifying employee skill gap in most organizations pose a significant challenge to the Human Resource Department (HRD). Employee training is based on various reasons which could be detrimental to the overall objective of the organization. The population used for the study was 694 staff of Nigerian Bottling Company and 7UP Bottling Company. The sample size was determined using Yamane (1964) formula. A sample size of 254 was drawn. The study made use of data from primary and secondary sources which were collected using questionnaire administered to the 254 staff of the selected Organizations. Personnel records and annual reports of the selected organizations were used for secondary data. The data analyses were carried out using the Statistical Package for the Social Sciences (SPSS), while the person product-moment correlation coefficient and the one-sample test were used to test the hypotheses formulated in the study. Findings from the survey reveal that the extent to which the unsystematic approach of employee training affected organizational productivity was great. This is confirmed with the Pearson Correlation coefficient value of 0.948 at 0.05 level of significance. Based on the finding, the study concludes that if the right employees are sent on training through the systematic training procedure of identifying and selecting employees for training, there would be a significant improvement on the organizational performance. Finally, the study recommended that a mechanism should be created for proper assessment and evaluation of employee performance after training as this will ensure that only employees who needed training are sent on training.

Ogaboh, Nkpoyen, and Ushie (2014) conducted a study on the career development and employee commitment in industrial organizations in Calabar, Nigeria. This study examined the relationship between career development and employee commitment in industrial organizations, in Calabar, Cross River State, Nigeria. Niger Mills PLC, Calabar and Cross River Newspaper Corporation, Calabar were selected for the study. Data was obtained

through a structured questionnaire. The study was drawn from a population of six categories of employees of both sexes. The departments are Accounting, Engineering, Security, Administration, Marketing, and Production. Three hypotheses were tested using the Pearson Product Moment Correlation (r). The study concluded that loyalty to the organization depends upon the degree to which their employees satisfy their wants. Workers commitment is a function of how effective management can design and implement an excellent career development programme in the organization. The study shows that career advancement, career counseling, and career opportunities significantly influence workers commitment. The study recommended among others that, a comprehensive career development programme should be adopted by management.

Wageeh (2014) conducted a study on the assessing employee attitudes towards organizational commitment and change: the case of King Faisal Hospital in Al-Taif Governorate, Kingdom of Saudi Arabia. The study investigated the attitudes of employees toward organizational commitment and change. It was conducted at King Faisal Hospital in Al-Taif Governorate, KSA. The study employed the following methods (1) the Alpha Correlation Coefficient (ACC or Cronbach's alpha), (2) Multiple Discriminant Analysis (MDA), (3) Multiple Regression Analysis (MRA), and (4) the statistical testing of hypotheses which includes Wilk's Lambda and chi-square that goes hand in hand with the MDA and F-test and T-test which go hand in hand with the MRA. The study tackles the linkage between employees' attitudes towards organizational commitment and change which is one of the most significant constructs in organizational behavior. The study investigated the evaluative attitudes of the employees towards organizational commitment and change. Three groups of employees were examined. Of the 350 questionnaires that were distributed, 295 usable questionnaires were returned, a response rate of 84%. The study showed that there are differences among the three groups of employees regarding their evaluative attitudes towards organizational commitment and change. Also, this study showed that there is an association between organizational commitment and change. The study concludes organizational change implies a departure from the normal situation and has implications on organizational policy. One effect is related to organizational leadership. In this study, the negative attitude toward change was not prevalent. The study recommended that managers should understand that different individuals hold divergent opinions about the change. Also, not all employees are outspoken and willing, to be honest with their managers. Therefore, managers should have the initiative to interact with employees and keep them informed about any organizational change. By maintaining communication and listening to employees, managers can understand their unfulfilled needs and resistance to change.

Abdulai and Shafiwu (2014) conducted a study on participatory decision making and employee productivity. A Case Study of Community Banks in the Upper East region of Navrongo in Ghana. The study examined the relationship between participation in decision making and employee productivity among staff in Naara Rural Bank and Builsa Community Bank. The mixed method research design was used for the study due to its peculiar nature. This qualitative and quantitative data collection approaches were employed. The simple and purposive sampling techniques were used to obtain a sample of 80 respondents for the study. Two sets of instruments were used in the study: a

questionnaire consisting of 40 items of both open-ended and closed questions on the various employee participation scenarios and an interview guide consisting of ten items. The data analysis was done using The Statistical Product for Service Solutions (SPSS) and the Statistical Analysis System (SAS). The quantitative analysis reveals a significant association between productivity and the various forms of participation, using a chi-square test of independence at a 95% significance level. Findings from the study indicated that when employees participate in decision making in the various forms, decision implementation becomes easy, creates a good working environment, increases commitment and satisfaction on decisions taken and also increases employees moral since they feel recognized and as part of the team in the organization and the direct consequence of all this improved productivity.

Ojokuku (2014) conducted a study on the effect of employee participation in decision making on the performance of selected small and medium scale enterprises in Lagos, Nigeria. This study examined the effect of employee participation in decision making on the performance of selected SMEs in Lagos, South Western Nigeria. Data was sourced from one hundred and twenty-nine (129) employees and twenty-seven (27) owner/managers of the randomly selected SMEs, with the aid of a questionnaire. The data generated were statistically analyzed using descriptive and inferential statistical tools. Results showed that, overall, employee participation in decision making had a significant positive impact on organizational performance in the SMEs, with ($\beta = 0.597$, $t = 6.572$, P). The study concluded that that the importance of employee participation cannot be underestimated because it motivates the employee to be committed to the organization. The study recommends that Nigerian SMEs should pay attention to human resource management practices which, they have hitherto, largely ignored, in the course of running their businesses. Increasing employee participation in decision making will impact positively on their growth and potential for survival.

Phylister and Bula (2016) carried out a study on the influence of participatory decision making of Junior Staff at the Retail Markets in Uchumi, Kenya. An Empirical Study of Uchumi Supermarket in Nairobi. In today's turbulent environment and intense competition, firms are forced to seek ways to be more flexible, adaptive and competitive as they are faced with the challenges of competitive pressures and rapidly changing markets. The objective of the study was to determine the impact of junior employee participatory decision making on employee performance with the study conducted on employees working in the retail markets in Nairobi. In carrying out the study, stratified and random sampling technique were used to select 30 employees of the Uchumi Supermarket in the Nairobi retail market who have worked for at least five years. Stratified sampling was used to group the employees into two; those in management positions and those in lower areas. Random sampling was then be used to select 30 respondents from the arranged strata. Relevant data were collected using a structured questionnaire. The data were analyzed using descriptive statistics and inferential statistics and presented by manual and computer-aided packages of Microsoft Excel. The results were presented through statistical figures such as tables, graphs, and pie charts. The result from the study indicated that participatory decision making amongst the junior staff of the retail markets affects, capability development, cohesion and trust, communication, staff retention, and motivation by

enhancing their performance. The four factors had different indices of influencing participatory decision making by Communication being altering factor closely followed by capability development, staff retention. Motivation and cohesion and trust were also found to be important in determining participatory decision making. The study concluded that most uchumi supermarket branches would not easily grow due to the lack of junior staff involvement in decision making, acceptance, and appreciation. The study recommended that there should be a need for participatory decision making studies in other retail markets to reach elaborate findings for this industry.

3.0 Methodology

The primary objective of the study was to evaluate the effect of the organizational change on employee participation in decision making in food and beverage manufacturing firms in South East, Nigeria. The population consists of 655 staff of selected food and beverage manufacturing firms in Enugu state. The study used the survey approach. The primary sources used were the administration of a questionnaire to staff and distributors. 583 copies of the questionnaire were returned and accurately filled. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.83 which was also good. The hypotheses were analyzed using the f-statistic tool.

4.0 Data Presentation and Analyses

Table 4.1: Response to the statement that there is an effect of employee participation in Company's decision making on volume of sales in the firms in South East, Nigeria

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	99	17.0	17.0	17.0
Agree	252	43.2	43.2	60.2
Neutral	78	13.4	13.4	73.6
Valid Disagree	68	11.7	11.7	85.2
Strongly disagree	86	14.8	14.8	100.0
Total	583	100.0	100.0	

Source: Field Study, 2016

Table 4.1 shows that 99 respondents out of five hundred and eighty-three(583) representing 17.0 percent strongly agree, 252 respondents (43.2 percent) agree that there is an effect of employee participation in company's decision making on volume of sales in the firms in South East, Nigeria while 78 respondents (13.4 percent) were neutral, 68 respondents (11.7 percent) disagree and 80 respondents (16.0 percent) strongly disagree that there is an effect of employee participation in Company's decision making on volume of sales in the firms in South East, Nigeria.

Table 4.2 Response on the statement there is a relationship between change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	40	6.9	6.9	6.9
Agree	311	53.3	53.3	60.2
Neutral	78	13.4	13.4	73.6
Disagree	102	17.5	17.5	91.1
Strongly disagree	52	8.9	8.9	100.0
Total	583	100.0	100.0	

Source: Field Study, 2016

Table 4.2 shows that 40 respondents out of five hundred and eighty-three(583) representing 6.9 percent strongly agree, 311 respondents (53.3 percent) agree that there is a relationship between change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria while 78 respondents (13.4 percent) were neutral, 102 respondents (17.5 percent) disagree and 52 respondents (52 percent) strongly disagree that there is a relationship between change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria.

Test on hypotheses

Hypothesis One

There is a positive effect on the relationship between employee participation in Company's decision making and volume of sales in the firms in South East, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.946 ^a	.896	.895	.444

a. Predictors: (Constant), TVOS, TIII, TIAP, MPHB.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	980.349	4	245.087	124.116	.000 ^b
	Residual	114.135	578	.197		
	Total	1094.484	582			

a. Dependent Variable: TEROP

b. Predictors: (Constant), TVOS, TIII, TIAP, MPHB.

Where:

TEROP = The effect of employee rate of participation in company's decision – making on Volume of Sales.

TVOS = The volume of sales in my organization increases with the level of employee participation in decision-making.

TIH = There is an increase in productivity with the level of employee participation in decision making in my organization.

TIAP = There is a positive attitude of the employee as they are involved in decision making to achieve the organizational goals.

MPHB= More profit has been made with the employee involvement in deciding as we have an increase in sales volume.

Statistical Criteria {first order test}

The coefficient of multiple determinants { r^2 }

The R^2 {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .896 and adjusted to .896. This means that R^2 accounts for 89.6 percent approximately 90 percent. This indicates that the independent variables account for about 100 percent of the variation in the dependent variable. Which shows the goodness of fit?

Decision

From the result, f-calculated {124.116} is greater than the f-tabulated {2.7858}, that is, $f_{cal} > f_{tab}$. Hence, we reject the null hypothesis $\{H_0\}$ and accept alternate hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is a positive effect on employee rate of participation in Company's decision making and volume of sales in the firms in South East, Nigeria.

Hypothesis Two

There is a positive effect on the rate of change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.886 ^a	.883	.883	.10795

a. Predictors: (Constant), SIIM,PIMO,ADD,EMP

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	899.354	4	224.839	192.92	.000 ^b
	Residual	6.736	578	.012		
	Total	906.090	582			

a. Dependent Variable: TROC

b. Predictors: (Constant), SIIM,PIMO,ADD,EMP

Where:

TROC = The rate of change in salary payment and employee turnover in selected manufacturing firms

SIIM = Salary increment in my organization has reduced absenteeism in our workplace.

PIMO = Punctuality in my organization comes with early payment of salary

ADD = Addition of health care in my organization motivated the staff not to leave the organization

EMP = Employers provision for career advancement boosted the morale of employee to remain with the organization.

Statistical criteria {first order test}

The coefficient of multiple determinants $\{r^2\}$

The R^2 {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .883 and adjusted to .883. This means that R^2 accounts for 88.3 percent approximately 88 percent. This indicates that the independent variables account for about 100 percent of the variation in the dependent variable. Which shows the goodness of fit?

Decision

From the result, f-calculated $\{192.92\}$ is greater than the f-tabulated $\{2.7858\}$, that is, $f_{cal} > f_{tab}$. Hence, we reject the null hypothesis $\{H_0\}$ and accept alternate hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that there is a positive effect on the rate of change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria.

Discussion of findings

There is a positive effect on employee rate of participation in company's decision making and volume of sales in the firms in South East, Nigeria.

Nothing is more enticing than the feeling of being needed which is the magic that produces high expectations and increases sales. The intent of participation as with many leaders approach is to inspire high productivity and maintain a satisfied workforce. Participation will increase satisfaction, stimulate interest and thus provoke high productivity. From the result, f-calculated $\{124.116\}$ is greater than the f-tabulated $\{2.7858\}$, that is, $f_{cal} > f_{tab}$. We now conclude from the analysis that there is a positive effect on employee rate of participation in Company's decision making and volume of sales in the firms in South East, Nigeria.

There is a positive effect on the rate of change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria.

From the result, f -calculated {192.92} is greater than the f -tabulated {2.7858}, that is, $f_{cal} > f_{tab}$. We now conclude from the analysis that there is a positive effect on the rate of change in salary payment and employee turnover in the selected food and beverage manufacturing firms in South East, Nigeria. This is in line with the study of Akhtar, Awan, Anwar, and Saeed, (2016) the result of their study suggested that turnover intention is significantly negatively correlated with factors such as job satisfaction and remuneration. Result also suggesting the majority of the faculty members intend to quit present job new one although their present job. Moreover, recognition is considered support important forenhancing their performance and reducing turnover.

Conclusion

Participation in strategic change processes is frequently assumed to have some positive consequences for decision quality, effective responses to change and success of strategic change implementation. Organizational change management is necessary to conduct a complete and systematic process for transforming the organizational realities. Workers' participation had been proven as a management solution to increasing workers satisfaction.

Recommendations

It is recommended that employees must be made to participate in decision-making to promote creativity and changes in innovation. However, employees should be given the necessary skills needed on specific matters of which decisions are to be made to enhance quality decision making in the process. This will help employees execute their responsibilities without any difficulty.

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