EFFECT OF PARTICIPATIVE LEADERSHIP STYLE ON EMPLOYEE'S PRODUCTIVITY

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Abstract

This study was conducted based on the effect of participative leadership style on employee's productivity using Midland Galvanizing Product Limited (MIDGAL) Abeokuta, Ogun State Nigeria. The objectives of the study are to examine the significant relationship between Participative leadership Style and Employees Motivation and also to investigate the effect of Participative leadership Style on Employees Productivity. The study made use of two hypotheses. Survey research design was employed for the study. The sample for the study comprised 114 staff of MIDGAL. The instrument titled "Participative Leadership Inventory (PLI)" was used for the study. Regression analysis was used to measure the effect of the independent variable to the dependent variable of hypothesis one, while in hypothesis two Correlation analysis was used to measure the significance of the relationship between the dependent and independent variables. Cronbach's Alpha method was employed for measuring questionnaire reliability. SPSS was also adopted for the research in testing the research hypothesis. The result of the findings shows that there is positive and significant relationship between participating leadership style and employee's productivity. Also, the result shows that participatory leadership style can be used as a motivational tool for workers. Based on the results of the study, the study recommended that every organization should adopt participatory leadership style as it boost employee morale and enhance organizational productivity.

Keywords: Participative leadership, motivation, leadership style. Organizational Performance.

1. Introduction

With respect to the organization's perspective to follow their evolution, it is necessary to examine organizational leader's behaviours precisely in all organizational levels to achieve their goals (Mohammed, 2014).Leaders should perceive their reciprocal independency and

influence their employees so that they motivate to participate in reaction and responsibility and hence knew their performance expectations (Puni & Okoe, 2014). Posit that in the organizational environments employee's behaviour and efficiency influenced by workplaces and this shows leaders behavior's during their interaction. Joashi & Row (2011) emphasized that Leaders should acquire better cognition from their behaviours that influence their members' self-confidence as they form effects of work places through employee's feedback and their employment. The effect of participative leadership style on employee's productivity is a planned effort knowledge and skills of the behavioral sciences (Amstrong,2009). The main thrust in organizational development is on the organizations problem-solving abilities. The employees must integrate their goals with the organizational goals. Employee involvement at every level of hierarchy in matters concerning the overall wellbeing of the employees can be achieved through participative leadership (Duncan, 2014).

Participative leadership also known as Democratic Leadership Style is a method of leadership that involves all team members in terms of identifying important goals as well as developing strategies and procedures to achieve the goals.

According to House and Mitchell (1974), the participative leader possesses consultative behaviors, such as imploring subordinates for ideas prior to making an ultimate decision, although, they retain final decision authority. The participative leader shares duties with subordinates by encompassing them in the preparation, decision-making, and implementation phases (Wiesenthal et al, 2015). Workers participation in decision making process which affects staffs and their job is one of the psychological motivational activities which could be used to raise employee's morale and productivity (Brown, 2011).

2. Literature Review
2.1. The Concept of Participative Leadership Style

Participative leadership is defined as the process of making joint decisions or at least sharing influence in decision making by the superior and his or her subordinates (Puni & Okoe, 2014). It has become increasingly important in African organizations than ever before (Ijeoma, 2010). Modern business organisations reflects a growing recognition among academics and managers that a high productivity/high wage economy require new labour management relationships, including ways to share gains and organized work that more fully develop and utilize the skills, knowledge, and motivation of the workforce (Fincham,2005) .

Fincham identified this type of style as one that involves the leader including one or more employees in the decision making process (determining what to do and how to do it). however, the leadership maintains the final decision making authority. Using this style is not a sign of strength that your employees will respect (Sinek, 2014). Participative management addresses the relationship between the organisations and the role of employees and stakeholders in all levels of organisational decision making (Dhamika, Ahmad & Sam, 2013). In addition to philosophical issues of governance and the appropriate relationship between workers and their employers, participative management can help managers dealing with the fundamental challenges facing today's dynamic and competitive environment (House et al,2004). Maintaining levels of effectiveness, productivity, innovativeness and worker motivation in an increasingly dynamic, competitive environment should be the concern of all organization (Monzani & L.2015). Participation is one of the important ingredients in gaining employees commitment on an overall basis (Griffin et al,2007). The commitment can lead to less need for the use of formal authority, power, discipline, threats and pressure as a means of obtaining job performance. (Ijeoma, 2010). Greater goal concern by reducing conflicts, improve

cooperation's and enhance condition without the need for elaborate control or systems for checking and correcting difficult behaviour. (Finchan and Rhodes 2005).

Human outcomes of poor leadership include employee stress, disenchantment, lack of creativity, cynicism high employee turnover, and low productivity. Poor leadership destroys the human spirit essential to ensure work effectiveness (Robbins, 2014). Organisations today are moving towards more democratic structures which allow employees to influence the decision made because of concern for quality and the requirement of a high degree of commitment by employees to their work (Rost, 2013). The average Nigeria employee in recent times appears satisfied with an open door policy of management with adequate avenues for effective communication consultation and delegation of powers which covers some degree of participation (Bergen & Bressler, 2014). The aim of involving people in decision making process of the organization is to create in such a person a sense of recognition and belonging which could raise the person morale, as they will see themselves as very important in the organization (Hartong & Koopman, 2011).This will invariably lead such person(s) to a higher output in terms of productivity (Goodnight, 2011).

The feeling of empowerment or psychological empowerment has been understood as a form of intrinsic motivation to perform the job and is shown in four cognitive dimensions, meaning, impact, competence and self-determination (Huang, 2010). Robbins (2003) considered the distinction between the sharing of decision with individual subordinates and with the group as a whole. He emphasized that the criteria for choosing the proper style include among others, the importance of acceptance of a decision by subordinates time and cost minimization. Managers should therefore be able to analyze the relevant factors and decide on the degree of decision that would be appropriate (Dvir et al, 2002). Adams (2017), Javad (2013) and Ejimabo (2015) found the level of trust is high leaders; subordinates may expand more effort to accomplish work tasks.

2.1.1. Types and Strategy of Participation

There are basically dual forms of participation namely direct and indirect participation. Direct participation in decision –making is the participative processes whereby employees are involved in decision relating to their immediate task or environment (Werner, 2007). This form of participation is mainly found in productivity bargaining which is an arrangement between a worker and his employer to the effect that an increase in his productivity will make him earn an additional wage.

Productivity bargaining arises mainly in circumstances where working practices need changes (Chiek, 2001). Dull (2010) notes that Indirect form of participation is the participation process whereby employees are involved in decision making through their selected representatives or delegates. Looking at the strategy applied by managers to involve employees in decision making in organization, participative principles is normally employed to achieve the desired result. Managers have many opportunities for involving subordinates in organizational planning and decision making. Mission refers to defining a meaningful long-term direction for the organization (Brown, 2011). Leaders have an important role in managing shared values and mission (Yuki, 2002).

Joashi & Roh (2011) identified four participative methods which are:

i. *Delegation*: means the transfer of authority from the superiors to the subordinates

ii. *Committee Action:* Committees are a vital mean of continually gaining inputs from a large number of organizational members. Most companies have certain standing committees to deal with continuing or receiving problems facing the organization. These could be related to corporate policy goals and operations. Depending upon the organizational structure special committees may be established to deal with budgets,

  employment policies, grievances, disciplinary problems and a variety of other organisational problems and activities.

 iii. *Question Asking:* Managers who respect the knowledge, opinions and judgment of their surbodinates may achieve a relatively high level of participation by simply asking questions. Here, the participative leader asks for information and insights that will improve the quality of their responsibility of their subordinates in terms of intelligence and problem solving.

 iv. *Shared Goals:* Participative leaders are prone to become involved in management by objectives and similar goals – oriented programmes. Ideally, an MBO programme is highly participative.

2.1.2. Do's and Don'ts Participative Leaders

Schein (2010) pointed out some Do's and Don'ts of participative leaders. These are:

Participative Leaders Do

 i) Communicate the big picture-Company priority performance results, work units connection to the large organization.

 ii) Involve employees in developing realistic goals sensible performance measures and appropriate rewards.

 iii) Delegate appropriately and develop employee talent.

 iv) Support employees with clear direction and necessary resources.

 v) Facilitate team work by focusing on process as well as task.

Participative Leaders Don't

 i) Withhold information and act as if the group, is an isolated unit

 ii) Tell employees what to do and hope for good performance.

 iii) Manage in a detailed, hands – on fashion

 iv) Set people up for failure by not providing support

 v) Create competition and focus only on task

  Participative Leaders Are described as such because their job is to see that employee participate in decisions that affects their work, in short they tap the full potential of their work force. Participative leaders orchestrate high performance by providing director information resources and group facilitation.

2.1.3. Why the interest in participative management now?

Unlike the days when a good supervisor was expected to rule an iron first, today's leaders are asked to be visionaries, coaches and facilitators (Careless, 2004). But what do those words mean in terms of the –job behavior faced with new expectation it is not surprising that so many supervisors feel as though they are in alien territory. Understanding the changes that have made participative leadership necessary will make the territory more familiar. Changes in competition have necessitated changes in business goals which have created a need for new business rules and roles. The playing field has changed.

 Some reasons behind the shift can be seen below:

 i) Competitive pressure: A key factor in the interest in participative management was the realization, which really struck home during the 1980's that better management practices – superior quality management systems, better employee relations, integrated design and production teams could provide critical competitive advantages to public and private sector organization (Siehl, 2009).During this same period, heightened

issues about the societal accountability of organization also occupied management positions (Martin & S.L, 2013).

ii)   Underlying the entire discussion of participative management and employee's involvement is the dominance of the bureaucratic, hierarchical organization model and management approach commonly referred to as Taylorism (based on Frederick Winslow Taylor's (1911) classic, the principles of scientific management) or Fordism (based on the principle developed by Henry ford). However, the pre-eminence of the bureaucratic, hierarchical organization model and traditional management practices is facing increased challenge (Levenwis & Green, 2002). In recent time, participative management strategies and employee and stakeholder involvement were approached as modification of or supplements to the traditional bureaucratic, hierarchical model, undertaken to achieve particular goals or address particular problems. Recently, however participative management has been discussed as a comprehensive governance system that could and is replacing the traditional bureaucratic hierarchical system for the new, organic networked organizational forms emerging in the 1990s.

The traditional logic of organizing is to give simple work to employees at the bottom of the pyramid who then report through a supervisor up a hierarchical chain of command to senior executives who provide direction, coordinal and control. This does not work well for organizations managing knowledge intensive tasks. As the number and visibility of high knowledge based organization increases, the need for a new logic of management has gained currency among both academics and managers (McCleskey, 2014). Dull (2010) summarizes some of the principles of this new logic as shown in Figure 1.

Figure 1 − Conceptual Model of Participative Leadership Style
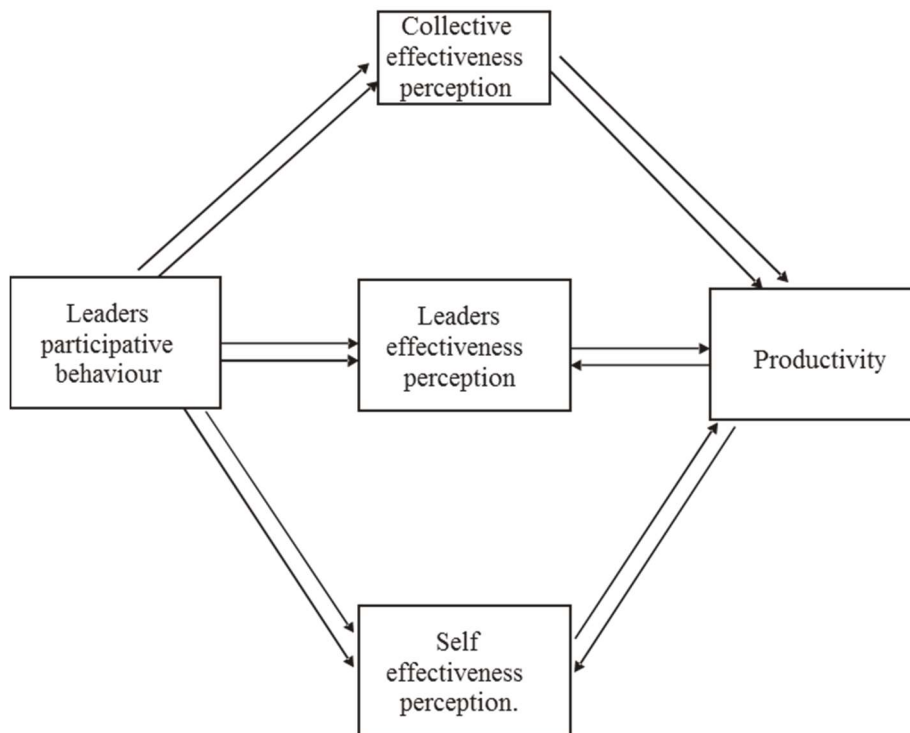
Source: Dull (2010) principles of new logic of Management.

2.2. Theoretical framework of Participative Leadership

2.2.1. Social Learning Theory

Rowe (2001) worked on the foundations of reinforcement theory and suggested that behaviour does stem from its consequences but also includes constant learning and adapting to one's environment and that most learning probably occurs vicariously through observation of others. The theory thus explains behavior as a function of the person and his or her social environment and the interaction between both. Another key element of Social learning theory is self-regulation which involves controlling one's own behavior or the transfer of behavior from external sources to internal ones. This self-regulation occurs through three steps of self-observation (looking at one's own behavior and keeping tabs on it), judgment (comparing one's behavior with a standard) and self-response (rewarding or punishing oneself through the comparison with the standard). It is through this self-regulatory mechanism that an individual gets a sense of self-esteem. It is derived from the theory that an individual's self-belief about his or her ability to do a task strongly influences his or her ability to perform (Etikan & Alkassim, 2016) and the relationship between performance and efficacy has been established empirically.

2.2.2. Need Based Theories

The phenomenon of recognition provides for Individual political, social and psychological benefits. After food, it is by far the most significant of human needs and as Heike (2009) points out, "without recognition humans in general would not lead a life above merely animal existence." (Bergen & Bressler, 2014). Role of recognition in driving human action can be gauged by its placement in the various theories of motivation; need for recognition has been a part of both the traditional and contemporary theories of motivation. Maslow (1943) in his seminal work 'A theory of human motivation' gave importance to Recognition as a concept can be observed in relation to individual's social needs and needs at the higher end of the hierarchy. (Schein, 2010). Acknowledgement as a member of a group satisfies an individual's social need, likewise recognition for achievement helps build self-esteem. Huang (2010) worked on Maslow's need theory and condensed it to three main needs for power, affiliation and achievement. Alderfer's ERG theory (1972) also points out the role of recognition in context of an individual's need for relatedness.

2.2.3. Process Theories

Process theories give relevance to the 'value' associated with those rewards. Vroom's expectancy theory (1964) provides the most significant and holistic presentation of work motivation. Sarros, Brain & Santora (2008) assert that after thirty years of inception, there is a decline in the research on expectancy theory, which indicates that the basic concerns regarding the theory have been examined and that the theory has matured) It is said that expectancy theory has been used "as a general framework for assessing, interpreting or evaluating employee behavior" (Ambrose and Kulik 1999, p.236)

2.2.4. Trust-Based Mechanisms Theory

This illustrate how Participative Leadership Influences Job Performance There is growing evidence to suggest that participative leadership influences the job performance of subordinates through engendering higher levels of trust in supervisor, especially for employees in non-managerial positions (Huang et al. 2010). Affective trust refers to that which results from the emotional ties developed between two parties within a relationship as they engage in a process

of reciprocal social exchange (Amstrong, 2009). By providing opportunities and support to take responsibility and participate in decision-making, participative leaders should elicit affective trust in their subordinates through the development of a close emotional bond between the two parties (Huang et al. 2010).

2.3 Gap in Literature

A lot of controversies have been raised in respect of participative management style in recent times. Participation which has been defined as allowing workers in decision making on those things that affect them and their work had led to it controversies. Commenting on its controversies. Joshi & Roh (2011) asserted that participation is a device for extending the organization control for worker. The autonomy to confer with an individual in matters reduces his opportunity to deviate from the main organizational purpose. Participation can then be a contributing factor in increasing efficiency.

Robins (2014) also has this to say in respect of participation. "Decision is only as good as its implementation and those who participate in making it are usually highly committed to make it fruitful. Some managers often view participation as an exclusive cool. It should be understood that participative leadership is not only the tool to attain organizational objectives. Managers have a need to verify the variety of tools in achieving objectives and goals. Adams (2017) opined that it is easy to manipulate participative management more to the best advantage of the manager rather than for the benefit of the employee and organization. As highlighted in the above, it should be noted that not everyone subscribes to this positive view of participatory democracy or to the benefits of direct participation in the work place. Unions for example, argue that participative processes are actually detrimental to the welfare of workers and circumvent the protections provided by collective representation (Wiesenthal et al,2015). Regardless of the various controversies, the literature review confirms participation and productivity relationship. Therefore, this study seeks to add to already existing literature of Participative Leadership Style by examining the conceptual and theoretically concept of Participative Leadership Style and it effect on Employees motivation and Employees Productivity.

3. Research Methodology

Primary and secondary data was employed for the study. The population of the study was the staff of Midland Galvanizing Product Limited (MIDGAL) Abeokuta, Ogun State Nigeria.The research instrument was a questionnaire titled "Participative Leadership Inventory (PLI)". The questionnaires were structures in form of strongly agree (SA), Agree (A) Undecided, (U), Disagree (D) Strongly Disagree (SD). The study employed Yard's formula. This formula is concerned with applying a normal approximation with a confidence level of 95% and a limit of tolerance level (error level) of 5%.

To this extent the sample size is determined by $[n = \frac{N}{1+N_{e^2}}]$

Where: n = the sample size
              N = population
              e = the limit of tolerance

Therefore, $n = \frac{160}{1+160(0.05)^2}$

$$= \frac{160}{1+160(0.0025)}$$

$$= \frac{160}{1+0.4}$$

$$= \frac{160}{1.4}$$
$$= 114 \text{ respondents}$$

A sample of one hundred and fourteen (114) employees out of the one hundred and sixty (160) employee population of MIDGAL PLC OGUN STATE Nigeria as calculated above. Cronbach's Alpha method was also used for measuring questionnaire reliability. SPSS was also adopted for the research in testing the research hypothesis.

Table – 1 Reliability Statistics

Cronbach's Alpha	N of Items
.745	20

Source: Field Survey (2017)

Table 2 – Distribution of respondents and response rate

Respondents Occupation	Questionnaire administered (sampled)	Percentage of total response (%)
Supervisory	45	50-0
Managerial	42	46.7
Executive	3	3.3
Total	90	100.0
Gender/Category	Questionnaire administered (sampled)	Percentage of total response (%)
Male	57	63.3
Female	33	36.7
No of Returned	90	78.95
No of Not Returned	24	21.05
Total no of Questionnaires	114	100

Source: Field Survey 2017

4. Data analysis, hypothesis testing and discussion of findings

Regression analysis was used to measure the effect of the independent variable to the dependent variable of hypothesis 1, while in hypothesis 2 Correlation analysis was used to measure the significance of the relationship between the dependent and independent variables.

4.1. Testing of Hypothesis i

H_0: Participatory leadership style has no positive and significant effect on Employee's productivity

H_1: Participatory Leadership Style has positive and significant effect on Employee Productivity.

Table 3 – The Descriptive statistics of Employees Productivity, Participative Leadership Style & Motivational Performance

Responses	Total (N)	Mean
PARTICIPATIVE LEADERSHIP & EMPLOYEE'S PRODUCTIVITY		
Poor leadership includes employee stress, disenchantment, lack of creativity, cynicism high employee turnover, and low productivity.	90	4.56
A high productivity /high wage economy require new labour management	90	3.83
Productivity bargaining arises mainly in circumstances where working practices need changes	90	3.95
When workers are involved in decision making it increases their productivity significantly	90	3.88
Leadership approaches affect workers level of productivity.	90	3.76
PARTICIPATIVE LEADERSHIP STYLE & EMPLOYEES MOTIVATION		
When workers are involves in decision making it increases their productivity significantly	90	3.88
Participation can be a contributing factor in increasing efficiency	90	3.79
Indirect form of participation is the participation process whereby employees are involved in decision making through their selected representatives or delegates.	90	3.49
The ability to participate in decision making serves as a morale boost for the young employee.	90	3.59
The level of participation in decision making increase productivity through increase in motivation.	90	3.77
When subordinates take part in motivation work, they may discover that the performance of their work is more productive.	90	3.62

Source: Field Survey 2017

Table 4 – Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721(a)	.519	.485	.64386

Source: Field Survey 2017

Table 5 – ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.192	6	6.199	14.952	.000(a)
	Residual	34.408	83	.415		
	Total	71.600	89			

Source: Field Survey 2017

a) Predictors: (Constant): Participatory leadership style
b) Dependent Variable: Employee Productivity.

Interpretation of results
The results from the tables above revealed that the extent to which the variance in employees productivity can be explained by participative leadership style is 51.9% i.e (R square = 0.519) at 0.0001 significance level.
Decision
The significance level below 0.01 implies a statistical confidence of above 99%. This implies that participative leadership style has a positive and significant effect on employee's productivity. Thus, the decision would be to reject the null hypothesis (H_0), and accept the alternative hypothesis (H_1).

4.2. Testing of Hypothesis ii

H_0: A significant relationship does not exist between Participative Leadership Style and Employees Motivation.

H_1: A significant relationship exists between Participative Leadership Style and Employees Motivation.

Table 6 – Correlations

		When workers are involved in decision making it increases their productivity significantly	When subordinates take part in motivation work, they may discover that the performance of their work is more productive.
When workers are involved in decision making it increases their productivity significantly	Pearson Correlation	1	.435(**)
	Sig. (2-tailed)		.000
	N	90	90
When subordinates take part in motivation work, they may discover that the performance of their work is more productive.	Pearson Correlation	.435(**)	1
	Sig. (2-tailed)	.000	
	N	90	90

Source: Field Survey 2017

Coefficient of Determination (C.O.D)
The coefficient of determination is obtained using formula C.O.D = $r^2 \times 100\%$
Where r = Pearson Correlation
Thus;
C.O.D = $(0.435)^2 \times 100\%$
C.O.D = $0.18705 \times 100\%$
C.O.D = 18.705%

The Pearson correlation of r = 0.435 therefore implies 18.705% shared variance between participative leadership style and employees' motivation.

Interpretation of results
The relationship between the variables (between participative leadership style and employees' motivation) was investigated using Pearson correlation coefficient. The results from table 6

above shows that there is a significant positive correlation of (0.435) between both variables at 0.0001 level of significance. Thus, as obtained from the table $\{r = 0.435, p < 0.01, n = 90\}$.

Decision
Haven found out that a significant relationship exists between participative leadership style and employees motivation. We therefore reject the null hypothesis (H_0), and accept the alternative hypothesis (H_1).

5. Discussion of findings

Results from the field survey analysis showed that participative leadership style has a positive and significant effect on employee's productivity. Participative leadership style has been proved to be a very effective tool towards boosting employees' level of productivity. This analytical finding is consistent with that of Mohammed (2014) pointed out that involving employee's in decision making in organization increases their productivity significantly. Secondly, it was discovered that a significant relationship exists between participative leadership style and employees motivation.Analytical results show that an organization that practices participative leadership style will enhance workers motivation. Moreover when subordinates take part in motivation work, the performance of their work is more productive.

Findings of this research are consistent with those of Brown (2011) that found that Workers participation in decision making process relating to those things, which affect them and their job is one of the psychological motivational activities, which could be used to enhance employee's motivation, morale and productivity

6. Conclusions

Organizations are increasingly embracing the concept of participatory leadership style in the work place. This research buttress this by showing that most workers in the company studied have actually embraced and practiced the concept towards achieving good working relationships and set goals. The two hypotheses were drawn from the objectives of the study and research questions were tested .The study concluded that participatory leadership style is more in use in the company than other leadership styles. A higher percentage of the population pointed out that participatory leadership is still a matter of individual managers' leadership style and not corporate policy. They however indicated that this should be a matter of company policy and not mere individual's style of leadership. Seventy percent of the workers sampled disagreed with the notion that participatory style results to a lot of problems in the work place; rather, about the same percentage affirmed that participatory is a more effective approach when compared to autocratic and free reign management styles.

The research has showed that there is a positive relationship between participatory leadership style and employee productivity while hypothesis two validates the axiom that participative leadership style could be used as a motivational tool to boost workers' morale. Furthermore, this study revealed that management behavior and leadership styles adopted by organizations play very important role in influencing workers contribution in the drive towards' growth and survival. It was also evident in the course of this study that participation in decision-making by workers relates positively with employees productivity. The morale of workers can also be boosted by the application of participative management styles. A work environment where employees get involved in decision-making in issues that affect their work and performance do help to create a conducive and peaceful industrial setting.

6.1. Recommendations and Practical Implications

Participatory leadership style has been proved to be a very effective tool towards boosting employees' level of productivity. Management and organizations should adopt Participative Leadership Style as a matter of corporate policy. Participative Leadership Style should be adopted as a very effective tool for motivating workers and to boost their morale and output. This is because it gives the sense of belonging, acceptance, self- worth, and approval etc., to the employees as identified by Maslow being some of the conceptual human needs.

Management and organizations should take advantage of the peaceful and harmonious industrial environment usually created by this adoption of participatory leadership style so that creative and useful ideas from the workers can be played up and embraced for the advancement and progress of the whole entity.

6.2. Limitation of the Study

The sample size of this study was determined based on the population of the staff of Midland Galvanizing Product Limited (MIDGAL) Abeokuta; Ogun State Nigeria Further studies should focus on larger and broad population.

The Sample Size for this research was determined using Yard's formula. Using an alternative method for the sample size determination may offer a different sample size.

The study could not have exhausted the definition of Participative Leadership, Motivation, productivity and other relevant concepts in the available stock of Participative Leadership Style.

Moreover, the questionnaire used in the present study measured participative leadership as perceived by subordinates. Thus there was no section where managers could also describe their levels of participative leadership behaviors.

6.3. Suggestions for Future Research

The quantitative aspect of this research adopted a survey method of data collection; other studies could consider carrying out a study involving a longitudinal data collection process to provide a reliable confirmation of the relationships identified in this research

For this research, the quantitative research design was used. This design is such that numerical data was generated from a number of questionnaires administered to several respondents. Further studies could employ in-depth interviews as qualitative data collection process to enrich the data collection process which will describe their level of participative leadership behaviours.

Future research should also investigate whether participative leadership behavior can influence males and females employees' performance in organization.

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