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 study actually tried to find the extent to which participative leadership style helps to improve employee's productivity and bring out their best. The study made use two hypotheses. Survey research design was used 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

JEL Classification: M12

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 (Hung, Lung & Gong, 2010). 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 (Joashi, 2011). Burke (2006) Posit that in the organizational environments employee's behaviour and efficiency influenced by workplaces and this shows leaders behaviour's during their interaction. Fry (2003) 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. Also, it is necessary to study the effect of participatory leadership style on productivity. Therefore, this study was aimed to examine the effect of participative leadership style on employee's productivity. The primary way through which organizations achieved their objectives is the effective use of the various resources available to them. These resources are numerous; one of which is the human resources. Apart from others like money, materials and machines, the human resource factor is of vital importance in the survival and growth of any organization (Careless, 2004).

Hoyt & Mulph (2003) noted that it has become absolutely necessary to have a deeper knowledge and understanding of the attitude of employees in an organization in the conversion process of inputs/outputs. It is in this regard that this study tried to investigate the disposition and response of workers to responsibilities at their workplace and uncover whether this is a product of their physiological and

psychological state and their effect on organization cohesions and effectiveness. Ijeoma (2010) Posit that there should be proper approach of leadership style adopted by business organisation towards coordinating the human resources. The manager needs to understand what actually makes human being to be satisfied with their various tasks so as to put in greater efforts in their respective duties. This means that the factors that affect productivity are of immense importance to the modern manager (Fry, 2003). Management had often made attempts to satisfy most of the needs found in employees with the ultimate aim that this will in turn motivate and lead to workers´ ability to put in their best and in the long run attain better organizational objectives (Chief,2001). Levewis et al (2002) postulates on Physical motivators which otherwise could be known as physiological needs include financial and other physical rewards given to employees. Conceptual motivators are those physiological motivational activities, which include all intangible rewards such as recognition, which falls under the higher order of needs as explained by Maslow's hierarchy of needs (Yuki, 2002). For an individual worker to be satisfied and highly motivated, his actual needs must be recognized at any given situation. 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).

1. LITERATURE REVIEW

Business organisation's prospects, quality, service and project goals are no longer achieved by a selected group of executives. Such success requires the involvement of everyone in the organization to determine what customers want and how processes can be improved (Jung & Arlio, 2000). Since employee involvement is so critical to success, companies have had to change some of their rules. Decisions and problem solving are no longer considered to be the exclusive territory of executives (Fenwick & Gayles, 2008). Management is no longer expected to have all the answers. Instead it is widely assumed that frontline employees are able to solve many operational problems more effectively than management (Bonchnke & Bontis, 2003). For example, few managers today would purchase new equipment without extensive input from the equipment operators or start a training program without assessing employee interest. Employees are asked for input on topics that would have been considered out of their realm only a few years ago. They are asked what customer's values, how production can be streamlined, why a process isn't working, and how safety can be improved (Armstrong, 2009). Top-down decision making in which management tells workers what to do is rapidly being replaced by push-down decision making in which people closest to the problem decide what to do (Rowe, 2001)

Aviolo (2007) examine the effect of team working method and participative management with employee's performance. The traditional organizational chat looked like a pyramid with management at the top, employees in the middle, and customers at the bottom. The old rules required managers to make decisions, employees to do what they were told, and customers to take whatever was offered. Glantz (2002) Posit that today, excellent companies have turned the organizational structure upside down. Customers are now at the top, driving the business; employees are in the middle, listening to customers and becoming increasingly empowered to deliver what customers want. Management is at the bottom supporting the workers who are delivering the quality (Lio & Joshi, 2004). Ehrhat (2004) examined the important and effective role of participation in perceiving technology changes and revolutions in a factory with 8000 employees in Ahmad a bad of India in a period of seven years. He suggests employees to cooperate together. They perceive this plan immediately and implement it. These experiences show that while there are several obstacles and rejections in front of technologic and structural changes, but their participation influence their acceptance positively. Clement and Themba (2013) that pointed out that involving employees in decision making in organization increases their productivity significantly.

1.1 The Concept of Leadership

Without leadership, an organisation is but a muddle of men and machines. Leadership is the ability to persuade others to seek defined objectives enthusiastically. It's the human factor, which binds a group together and motivates it towards it goals. Management activities such as planning, organizing and

decision making are dormant cocoons until the leader triggers the power of motivation in people and guider them toward goals (Bloom, 2000). Ashibogwu (2008) posits that participative leadership style is significantly and positively related with organizational commitment. Other scholars also revealed that this leadership style has a positive effect on the commitment of surbodinates to the quality of service, shared values and the clarity of the employee's functions (Moron, 2004) Leadership behavior leads to increased organizational commitment in service organizations (Dull, 2010).Scholars argue that an association of leadership and organisation culture is still an important target. Leadership is very important to the health of an organisation if it must survive and grew in a dynamic environment; Finhum and Rhodes (2005) explain that without effective leadership, it is difficult for an organization to function effectively. Sarros, Cooper and Santora (2008) postulate that it is only through leadership that organisation can effectively develop and sustain a culture that is adaptive to change.

Dull (2010) postulates that understanding the leadership style of any business enterprise will affect the way the workforce operate. "Leadership is the process of motivating and directing others towards the accomplishment of objectives. It involves any attempt at influencing the behavior of other for goals". Aime, Johnson, Ridge and Hill (2010) emphasized that the concept of Leadership has been critically viewed by many eminent management scholars as to the definition of leadership. Cannon (2004) defines leadership as the ability of a superior to influence the behavior of subordinates and persuading them to follow a particular course of action. In support of the above definition, Koontz (2014) sees leadership as the process of influencing people's behavior so that they can strive willingly and enthusiastically towards the achievement of organizational goal, which had been predetermined. This concept according to Koontz (2014) can be enlarged to mean not only willingness to work, with zeal and confidence; Here zeal reflects earnestness and intensity in the execution of work while confidence reflect earnestness and intensity in the execution of work while confidence reflect experience and technical ability. While a person can be a leader, he may not be a manager (Finchum & Rhodes, 2005). Leaders shape and develop the social reality of the organization members. At this point in time, it is essential to explain that the term leadership and manager are not synonymous.

"The term leader and manager are not necessarily interchangeable because leadership is a sub class of management. Managers perform the function of creating, planning, organizing, motivating, communicating and controlling. Included within these functions are the necessity to lead effectively which may affect his ability to manage, but a leader needs only to influence the behavior of others. He is not necessarily required to perform all the function of a manager" In fact he is not even required to lead his followers in the right decision. Werner (2007) emphasizes that in modern times, leadership is no longer viewed as a right office but rather a skill that can be productive. In being able to do this, leaders have certain powers, which they can employ or apply to achieve results. They are Reward Power-based on the ability of the leader to administer rewards. Expert power – based on special knowledge, skill, expertise or experience possessed by the leader: Legitimate power which is derived from authority or legitimate position in the organization and finally coercive power – based on the leader's ability to administer and control punishment. The effectiveness of a leader depends greatly to a large extent how well these powers are manipulated so that subordinates will have the zeal and confidence in their work.

1.2 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. 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.

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 (Anthony, 2005).

Joashi (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.

V.

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. 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 (Aviola et al,2003). During this same period, heightened issues about the societal accountability of organization also occupied management positions (Brown, 2011).

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 (Goldstein & Ford, 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 (Dull 2010). Lawler (2001) summarizes some of the principles of this new logic as shown below:

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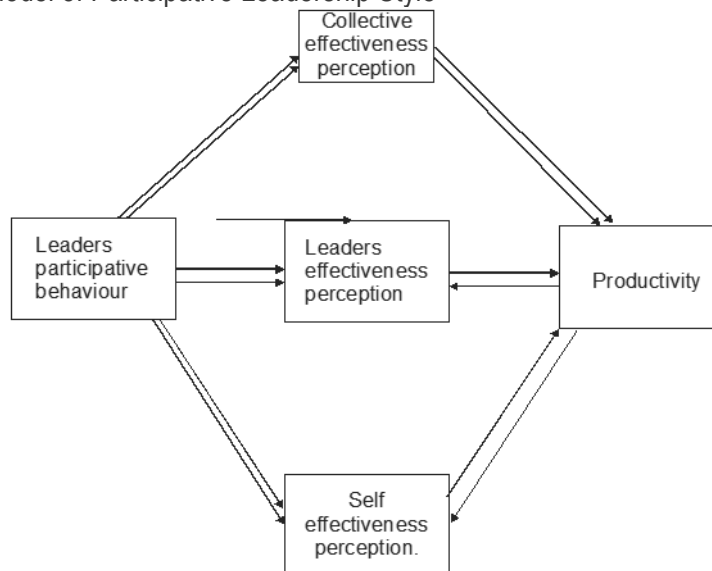
Source: Dull (2010) principles of new logic of Management

2. 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 $[n = \frac{N}{1+N_{e^2}}]$

(1)
Where:
n = the sample size
N = population
e = the limit of tolerance

Therefore, $n = \frac{160}{1+160(0.05)^2} = \frac{160}{1+160(0.0025)} = \frac{160}{1+0.4} = \frac{160}{1.4} = 114$ 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.

Tab.: 1 Reliability Statistics

Cronbach's Alpha	N of Items
.745	20

Source: Field Survey (2017)

Tab.: 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

3.   DATA ANALYSIS AND HYPOTHESIS TESTING

Tab. 3: The Descriptive statistics of Employees Productivity, Participative Leadership Style & Motivational Performance

Responses	Total (N)	Mean
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	Total (N)	Mean
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

Test of Hypothesis 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.

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.

Tab. 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

Tab. 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 (H0), and accept the alternative hypothesis (H1).

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.

Tab. 6: Correlations

		When workers are involves 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 involves 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 × 100%
Where r = Pearson Correlation
Thus;
C.O.D = $(0.435)^2$ × 100%
C.O.D = 0.18705 × 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 show 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 (H0), and accept the alternative hypothesis (H1).

4. 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 Clement & Themba (2013) 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 .The findings

of this research is consistent with that 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

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 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 when 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.

Recommendations

The purpose of this study was to examine the effects of participatory or consultative leadership style on employees' productivity, and to suggest how best management and organizations can use this and other leadership styles to suit corporate objective and goals. Judging from the findings gathered from the literature review, field work, and the two hypotheses that were tested, the following recommendations have been made:

- 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.
- Management and organizations should take advantage of the peaceful and harmonious industrial environment usually created by this adoption of participatory leadership style. Participative Leadership Style can 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 should create positive, conducive and encouraging work environment, so that creative and useful ideas from the workers can be played up and embraced for the advancement and progress of the whole entity.

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