

**Employee Involvement and Job Performance in Food and Beverage Companies in Lagos State**

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### **Certification**

This thesis entitled "Employee Involvement and Job Performance in Food and Beverage Companies in Lagos State" was carried out by Adedeji Akinkunmi AKANJI with Matric No. LCU/PG/000525 in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University Ibadan, Nigeria, under my supervision and this work has not been previously submitted.

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Date.

### **Dedication**

This research work is dedicated to God Almighty, the giver of all things, including life, wisdom, knowledge, and ability.

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## **Acknowledgement**

Special recognition goes to all institutions for the opportunity given to embark on this academic endeavor. I use this opportunity to appreciate the companies that allowed me to carry out this study in their organization. They were indeed gracious, helpful, and cooperative. Special appreciation goes to the people who appointed themselves field enumerators in the respective study sites by ensuring that their colleagues properly filled the questionnaires. I also acknowledge the Keneth Dike Library, University of Ibadan, Simeon Adebayo Library, Abeokuta, and the University of Lagos Library for their resources and access to their library.

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“Even though the above mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work”

## Abstract

Employee involvement has always been found to influence job performance. However, the studies that have made these findings have been concentrated in different countries and only a few have been conducted in Nigeria. Even lesser studies have been conducted on the topic in the Food and Beverage industry of Lagos State Nigeria. Thus, the study took its problem statement from this gap and examined how employee involvement across its various dimensions affects Job performance in the study area. To reach the set objectives employee involvement as an independent variable was measured using four different indicators such as profit sharing, quality control circles, information sharing and participative decision making while Job performance was measured using task completion, employee impact on work improvement, work quality, and work speed would as sub-variables of job performance. The study also engaged a cross-sectional research design, distributed 358 copies (adopting Taro Yamane formula for sample size determination) of the questionnaire using quota sampling techniques engaged both descriptive and inferential statistics in reaching its objectives. The study was then anchored on Human Relations Theory propounded by Sir Elton Mayor, theory X and Y, and General System Theory. Data was collected from five different organizations, with 2 being small scale companies (Best Food Global: 6; Delta R: 11), 2 being medium scale companies (Sino Foods: 40; Nigerian Cereal Process Ltd: 71) and one being large scale (Seven-Up bottling company: 231). The study found that employee involvement significantly influenced task completion ( $\beta= 2.159$ ,  $r^2: 0.712$ ; Tval: 16.264,  $p < 0.05$ ), employee involvement influences employees impact on work improvement ( $\beta= 1.328$ ,  $r^2: 0.414$ ; Tval: 13.784,  $p < 0.05$ ); employee involvement has a significant influence on employee work speed ( $\beta= 2.274$ ,  $r^2: 0.73$ ; Tval: 16.848,  $p < 0.05$ ) and employee involvement also has significant influence on employee work quality ( $\beta= 2.021$ ,  $r^2: 0.311$ ; Tval: 17.956,  $p < 0.05$ ). It was recommended that HR practitioners and employers should ensure that employees are better involved in the everyday running of the organization to boost the sense of belonging within the organization.

**Keywords:** Employee Involvement, Job performance, Food and Beverage Industry

**Word Count:** 300

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## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

In the previous two decades, new technical advancements, demographic shifts, competitiveness, and cultural trends have needed more flexibility, better qualifications, and people's abilities. Some scholars have argued that various strategic techniques must be used to manage personnel in today's changing corporate environment successfully. The majority of the times, employees have had little or no influence in the decisions that impact their working conditions<sup>1</sup>. According to academic research and contemporary interest in enhancing organisational efficiency, employee participation has been a focus.

Employee involvement is all about creating an atmosphere where people can have a say in their jobs' activities and choices. As a result, the management team should be proactive in addressing workers' demands, who are the company's most valuable asset<sup>1</sup>. Involving employees in organisational initiatives has been shown to have a number of positive outcomes, including improved managerial decision-making ability, a shift in attitude toward work, improved worker welfare, decreased costs due to waste reduction, and increased productivity across businesses, according to applied management researchers<sup>2,3,4,6</sup>.

While the Food and Beverage (subsequently referred to as F&B) industry in Nigeria continues to grow at an impressive rate, however, for the growth to be sustained, there is a need for the industry to adapt its human resources management practices to current and new techniques that would enable the employees to contribute significantly to organizational growth and by industrial extension growth<sup>3</sup>. Involvement of employees is an essential factor that business-oriented businesses should concentrate on because of its capacity to boost Job performance and company

success in the long term. Different management, political science, and psychology ideas and behaviors have been linked to employee involvement, including participation, empowerment, and capacity development<sup>4</sup>.

Involvement encourages and increases employees' involvement in the administration of the affairs of the business, notably in decision making, operational processes, issue resolution, and enabling them greater authority in work procedures<sup>5, 6</sup>. The Beverage industry worldwide has gone through a quick transition due to a shift in environmental dynamics. Because of these changes and difficulties experienced by the industry, it has grown significantly in the past 10 years throughout the continent of Africa<sup>3</sup>. Organizations in the F&B industry have embraced new management techniques due to the difficulties, growth, and pressure. They desire to compete with their colleagues throughout the globe and as part of efforts to create world-class goods. This strategy has prompted the industry to embrace employee involvement to stimulate Job performance because human capital is the most significant resource that every firm must gain to achieve competitive advantage<sup>8</sup>.

To achieve meaningful organizational development, businesses must be able to optimally use and harness the full potentials of their employees by enabling them to have a say in how decisions about the organisation are made. Involvement in executing the organization's strategies is essential, particularly at this time, to prevent becoming disconnected from organizational reality and ensure that designs are owned by the organisation.<sup>10, 11</sup>. Improved performance may be achieved by increased employee engagement and participation in the organization's decision-making process<sup>12</sup>. Employee involvement and participation in managerial decision-making have garnered practitioners, experts, academics, societies, and scholars in labour relations circles.

Arrays of research have demonstrated that the involvement of employees in decision-making has led to rising in motivation, task completion, output, devotion, more outstanding commitment, and organizational growth<sup>8,12,13</sup>. Worker involvement in management decision-making is a managerial tool that may be applied successfully in specific situations<sup>4</sup>.

Organizational communication plays a vital part in this dilemma. Communication has essential effects or within workgroups in that corporate communication is a medium to flow information, resources, and even policies<sup>1</sup>. Contact is typically anticipated to exchange information with members, coordinate operations, remove redundant administrative tasks and regulations, and enhance organizational performance as a management tool. There can be no doubt that all human organisations rely on the art of communication; it is the means through which people interact and work together. Communication is a metaphor for the movement of an organization's blood<sup>1</sup>. A lack of effective communication in an organisation means that nothing can be accomplished. Even in the world of business, communication skills are essential to success. Despite the importance of communication in the workplace, many people believe they have a limit to their talents<sup>1</sup>. A snag in their progress has been noticed by some. As a communicator, manager, and leader of others, it is difficult for them if they do not always convey their opinions clearly<sup>1</sup>.

Presently, firms have realized the requirements of employee participation in accomplishing corporate goals. Participatory management practises have resulted in significant improvements in operating costs, high profit margins, and work productivity in most businesses through employee participation, people are provided with the opportunity to bear job responsibility and collaborate in shared decision-making for the firm's overall welfare<sup>14</sup>.

Employee participation reflects the combination of task-related practices, which attempt to increase employees' feeling of involvement in their work, and human resource management techniques that maximize employees' commitment to the larger organisation<sup>15</sup>. Participatory management is a measure of the degree of inclination of top management towards yielding authority of decision-making to support workers. Often senior managers are hesitant to share decision-making with subordinate<sup>16</sup>. On the other side, participation is about employees taking a more significant role in decision-making. It is a democratic attitude that considers all members of an organization as an unlimited resource able to offer knowledge and creativity to enhance its capacity to survive. Managers may give employees more significant say in spending their time at work<sup>16</sup>. Involvement by employees is critical in this age of information and employee movement. Employee morale rises when managers encourage participation.

Team building is an essential part of managing human resources in any firm. Using participative management to develop team's benefits Job performance since teams produce more and have lower absence rates than individuals do on their own<sup>16</sup>. When employees are engaged in the decision-making process at the university, it leads to better usage of the abilities they possess, which increases the quality of choices. Representative involvement is when employees elect to execute or represent their views at management meetings<sup>17</sup>. Representative participation allows employees to have a say in decision-making by appointing representatives to represent them. Employees' opinions and concerns may be heard and addressed when they participate in this way. Because not all employees are actively involved in decision-making, this is a sort of indirect involvement.

The most common form of representative Involvement is via unions<sup>17</sup>. Better judgments may be made as a consequence of more participation. People are more inclined to put policies into action if they are more involved in decision-making. Employees may interact without going via management, which saves management time<sup>17</sup>. Participation may increase communication and collaboration. Sharing information is another way to get people involved. Both positive and negative effects might result from the exchange of information. The company's faith in its employees is reinforced, and the ability of employees to access crucial information assists in making well-informed choices. Employees' growth and development are aided when performance data is routinely communicated throughout the year<sup>18</sup>.

Interpersonal relationships in organizations are strengthened when employees are encouraged to share information<sup>19</sup>. Employees who take an active role in their management cut down on the number of managers required, lowering the overall labour cost. New talents and leadership qualities may be learned and developed via participation. Participation increases people's power and dignity by reducing the impulse to show authority by resisting management and restricting production<sup>20</sup>. Human resource management (HRM) considers Employee involvement in decision-making to be a critical component of employee voice, a developing management notion that has been recognized by many management scholars<sup>21</sup>.

Quality Control Circle or QCC is the most commonly recognized technique of increasing Employee involvement and empowerment<sup>22</sup>. Quality Control Circles first appeared in Japan. For their contributions to productivity, safety, delivery, quality, and employee morale <sup>22</sup>, the Quality Control Circles are receiving praise. Members of the quality control circle gather periodically to address problems they are acquainted with using scientific techniques to analyse the problem,

create alternative solutions, and propose and apply the same advice if it is approved by upper management<sup>22</sup>. It boosts the organization's performance, energizes workers, and enhances their work experience. Some employees are established to complete some jobs, and training is provided to the groups to address the issues and utilize the statistical tools<sup>22</sup>.

Employees are urged to work together as a team and inspired to do so. In order for the business to be successful, these personnel collaborate with one another. Groups of people are looking for ways to improve the company's quality and services<sup>23</sup>. QCC's free participation and collaborative efforts to arrive at an approved conclusion are one of its primary features. No one is ever forced or assigned to join or participate. To be a part of the circle, it must originate from the members themselves. Profit-sharing, according to some academics, is a kind of employee participation done via a shared ownership arrangement. Universities and workplaces in developed countries increasingly emphasise employee ownership as a core value. Emerging countries have also embraced this type of ownership. Policies and promoters are focused on the alignment of management and shareholders' interests and their impact on organisational productivity. In empirical investigations, employee ownership does not seem to have an effect on Job performance<sup>24</sup>. It is more effective to implement employee stock programmes in combination with policies that address the free-rider problem and include workers in the decision-making process<sup>25</sup>.

Employee ownership has been shown to have positive effects on business productivity, although these effects are small<sup>26</sup>. Giving workers shares is just a way to reward them for their loyalty. There are two types of employee ownership, according to empirical research<sup>27</sup>.

Despite the fact that the majority of shares are held by workers, this does not hold true for the second group. Instead, they have the ability to exercise stock option rights<sup>27</sup>. There has been a lot of emphasis paid to this relationship between management and ownership. Executive, economic, and business studies, to name a few, have all looked at this. This topic is under the scope of corporate governance, which studies the effects of ownership arrangements<sup>28</sup>. There have been several scholarly discussions on the impact of venture capital ownership on organisational performance, the relative merits of public vs private listing, and whether or not employee-owned firms do better overall<sup>28</sup>. Employee stock ownership, which covers a sizable portion of the workforce, is based on the premise that workers may make money by working for the benefit of the company.

In general, every firm, including those in the F&B Industry, has to create employee involvement since it is a method of attaining high performance via the efficacy and efficiency of workers and the company. Employee involvement is a crucial part of every firm since it influences the overall performance of its personnel. When organizations are formed, individuals are engaged to assist them in stirring up their affairs to attain their vision and goal. These individuals are considered as an organization's most valuable asset. Employees are the most valuable assets that businesses have<sup>9</sup>. The quality of an organization's human resources is likely the most critical determinant of its development and sustainability. They are responsible for making day-to-day choices and strategic and long-term decisions and actions for the business, all of which have a holistic and long-term impact. Their internal motives and impulses impact many of these choices and acts. This is perhaps why workers should be given greater attention since their actions and inactions can make or break the firm.

Employee involvement is a metric that gauges how active employees are in the company and how they feel about the management team. Employee confidence in organizational leadership and trust, fairness, values, and respect for how others like to be treated determines this aspect<sup>29</sup>. According to some academics, employee involvement involves both workers and managers to attain corporate objectives and goals via performance<sup>30,31</sup>.

Performance is the action or process of carrying out or achieving the organization's goals<sup>31</sup>. Performance in the workplace aids people in being more aware of their abilities and achieving more significant results<sup>31</sup>. Performance is defined as "doing well at what the organization hired you to do"<sup>31</sup>. Leaders can establish exceptional companies with the aid of high-performing personnel. Job performance is critical to a company's success since it influences the working relationship<sup>31</sup>. Job performance is measured by how successfully an employee can carry out their responsibilities inside the organization<sup>32</sup>. Employees choose to do assignments because they identify with their bosses or the organization's responsibilities and goals<sup>33</sup>. Education is one of the aspects that influences work performance and there is a clear correlation between work satisfaction and performance<sup>34,35</sup>. Improved behavior leads to enhanced performance and awards, giving the company a higher level of satisfaction. The employee has a higher level of dedication, contentment, motivation, and overall performance<sup>36</sup>.

Employees that are highly interested in their jobs provide better customer service, retention, productivity, and greater profitability. When employees are involved in the management of their organizations, they provide better service to consumers and, as a result, perform better in the workplace<sup>32</sup>. Employees need motivation and values to attain excellent work performance and guarantee organizational success. Thus, employee involvement necessitates collaboration between managers and workers to identify the employee's weakness and how it may be remedied.

According to them, employee involvement is a vital prerequisite for total task completion; the more engaged people are, the more productive they will be<sup>33</sup>.

The purpose of this research is to look into the existence of employee involvement and its influence on work performance across several indicators in the F&B industry. Specifically, the study would examine the impact of employee involvement on task completion, work impact, work speed and work quality as Job performance indicators.

### **1.2 Statement of the Problem**

The performance of organizations in Nigeria has grown significantly over the years. Although, some of these organizations seem to have achieved this growth by an involuntary push into changing organizational management structures to accommodate the changes in the business environment in which they operate, allowing for more employee involvement to increase Job performance<sup>33</sup>. However, only a few studies in Nigeria have been dedicated to examining the new business practice in Nigeria.

Recent scholarship in employee involvement has been inadequate in examining the impact of employee involvement on work improvement within their study organization<sup>9,10,27</sup>. The neglect of this vital aspect of Job performance has limited our understanding of how employee involvement can lead to work improvement, as the previous scholars have only taken a general approach to the examination of the duo; those who have attempted a more specific approach, however, have been unable to replicate the study in a study area similar to the F&B industry<sup>22,28, 33</sup>. Therefore, the situation has limited the applicability of their study towards designing an employee involvement policy that allows employees to contribute to the improvement of the work process in the F&B industry.

Similarly, previous studies<sup>5,6,7,10</sup> that have examined work speed in the workplace have placed a significant emphasis on compensation, motivation, job satisfaction, leadership styles, and work-life balance as the most significant predictors of work speed. The problem with the previous studies is that they have viewed work speed as an employee-centric phenomenon that can only be affected by work-related factors. The proposition of these studies is faulty, given that the process of enhancing Job performance goes beyond improving his welfare to including meeting his need for social esteem. Employee involvement is an attempt to meet the social esteem need of the employees, which according to the Maslow motivational theory is essential to motivation, and previous studies seem to have ignored it as a veritable indicator for Job performance.

Furthermore, the most recent work in employee involvement is limited in scope and application; they are yet to explore new variables except employee participation, team spirit, and working environment to find the impact of employee involvement on Job performance<sup>30</sup>. Therefore, there is a need to focus on new parameters for an overall assessment of employee involvement in Job performance in the F&B industry. Hence, the current study examines the interplay between employee involvement across its various dimensions against Job performance in F&B companies in Lagos State.

Finally, extant literature shows that previous research works are restrictive regarding the scope of the measurable index used to measure the dependent and independent variables. The recent results are restricted to the effect of involvement on Job performance in different industries. Still, very few have been focused on the effect of employee involvement on Job performance in F&B companies. In addition, the studies this researcher identified as related studies were not conducted in Nigeria. Hence the application of the survey result in Nigeria is limited<sup>31,32</sup>. Therefore, this is the gap in the knowledge the researcher intends to proffer solutions to

### **1.3 Aim and Objectives**

The aim of this study is to establish the effect between employee Involvement and Job performance in Food and Beverage companies in Lagos State. However, the specific objectives are to:

- i. Examine the influence of employee involvement (participative decision making, profit sharing, quality control circle and information sharing) on task completion in the F&B industry in Lagos State
- ii. Identify the impact of employee involvement on employees' impact on work improvement in the F&B industry in Lagos State
- iii. Determine the effect of employee involvement on employee work speed in the F&B industry in Lagos State
- iv. Examine the influence of employee involvement influence on work quality performed by employees in the F&B industry in Lagos State
- v. Determine how years of experience moderate employee involvement and Job performance in the F&B industry in Lagos State

### **1.4 Research Questions**

To achieve the intended objectives, this study will answer the following questions.

- i. How does employee involvement influence task completion in the F&B industry in Lagos State?
- ii. What effect does employee involvement have on work improvement in the F&B industry in Lagos State?

- iii. What is the impact of employee involvement on employee work speed in the F&B industry in Lagos State?
- iv. What is the effect of employee involvement on the quality of work of employees in the F&B industry in Lagos State?
- v. How do years of experience moderate employee involvement and Job performance in the F&B industry in Lagos State?

### **1.5 Hypotheses**

The following hypothetical propositions will be formulated to guide the study:

**H<sub>0</sub>1:** Employee involvement does not influence task completion in the F&B industry in Lagos State

**H<sub>0</sub>2:** Employee involvement has no impact on employees' impact on work improvement in the F&B industry in Lagos State

**H<sub>0</sub>3:** Employee involvement has no significant effect on employee work speed in the F&B industry in Lagos State

**H<sub>0</sub>4:** Employee involvement has no significant influence on work quality performed by employees in the F&B industry in Lagos State

**H<sub>0</sub>5:** Years of experience do not moderate the influence of employee involvement on Job performance in the F&B industry in Lagos State

## 1.6 Significance of the Study

The research's findings will be very beneficial to stakeholders, which may include university administration, policymakers, industry, and management boards. The research benefits economic stakeholders in the following ways:

- i. This study provides the universities management academics and researchers a clearer understanding of how employee involvement affects Job performance in a business with empirically tested information. The study also extends the researcher's academic experience and further, will be an essential contribution to the existing body of literature which will provide a foundation for future researchers.
- ii. The study provides policymakers information about the significance of employee involvement in attaining information management objectives on a practical level. This information might be utilized to build performance improvement strategies throughout the F&B industry as well as other industries that consider employee involvement a critical component in their execution.
- iii. The study findings will aid human resource practitioners since the data obtained will demonstrate the critical impact human resource management approaches play in boosting Job performance and, by extension, company profitability. This data may be used to increase HR professionals' involvement in strategic decision-making within organisations.
- iv. This research is projected to aid management by providing sufficient insight into the advantages of employee involvement and explaining what involvement means, therefore lessening the anxiety commonly carried by these managers. Workers, business administration students, and the general public stand to gain from this investigation.

### **1.7 Scope of the Study**

It is the purpose of this research to examine the impact of employees' engagement in the Lagos State, F&B industry on their performance. Nigeria's Lagos State was the primary target of the investigation. This study focused on F&B workers and included five firms in Lagos State Nigeria: two from the Small Scale Organizations (SSOs) category; two from the Medium Scale Organizations (MSOs); and one from the Large Scale Organizations (LSOs).

Furthermore, the study would engage profit sharing, quality control circles, information sharing, and participative decision making as the sub variables and indicators of employee involvement.

In contrast, task completion, employee impact on work improvement, work quality, and work speed would be used as the sub-variables of Job performance.

### **1.8 Limitations of the Study**

The study was limited in terms of the concepts that were used for the indicators of employee involvement and Job performance in the study. The study only covered variables such profit sharing, quality control circles, information sharing, and participative decision making as the sub variables and indicators of employee involvement. On the other hand, task completion, employee impact on work improvement, work speed and work quality were used as the sub-variables of Job performance.

Furthermore, the study was limited in terms of its geographical space and time frame as the study was only conducted in Lagos State F&B companies over a period of two years.

In addition, the study is also limited by financial constraints as the study was not financed by any external body or organization; hence, the researcher has had to finance the study through personal means. Also, the study was limited by the willingness of the respondents to give information pertaining to the study; hence, not all of them returned their questionnaire. However,

this limitation was surmounted by the foresightedness of the researcher to distribute extra 30% of the questionnaire.

### **1.9 Operationalisation of the Research Variables**

The study is based on two major constructs, namely employee involvement and Job performance, that is:  $Y=f(X)$ , where  $Y$  = Job performance (dependent variable) and  $X$ = Employee involvement (independent variable).

Therefore, Job performance as dependent variable is operationalized with the following indicators or sub variables;

$$Y= y_1, y_2, y_3, y_4$$

Where

$y_1$  = employees' task completion

$y_2$  = employees' impact on work improvement

$y_3$  = employees' work speed

$y_4$  = employees' work quality

Similarly, employee involvement (independent variables) was measured with the following indicators:

$$X= x_1, x_2, x_3, x_4$$

$x_1$  = profit sharing

$x_2$  = quality control circle

$x_3$  = information sharing

$x_4$  =participative decision making

### **1.10 Operational Definition of Terms**

**Employee Involvement:** This is the direct Involvement of employees of F&B companies in Lagos State in an organization's purpose and goals by allowing employees to use their

knowledge and experience to solve issues and make choices that arise at the workplace. In this work employee involvement has been used interchangeably with employee participation.

**Job performance:** A measure of how well employees carry out their responsibilities and complete their assigned tasks. Put another way, it relates to their output's quality and efficiency in completing several assigned tasks and delivering on their roles in a particular organization in the F&B industry in Lagos State.

**Information Sharing:** The consistent sharing of knowledge, data, and experience amongst employees in mentorship, question and answer, and other approved means within a particular organization in the F&B industry in Lagos State.

**Participatory Management:** This is the practice of empowering staff in the F&B industry in Lagos State to engage in the organization's decision-making process through any means available in the organization.

**Quality Circle:** A quality circle is a group of staff employed in the Lagos State F&B Industry to work in various primary capacities but has a secondary role in discussing the organization's quality problems, cost control, and problem-solution propositions.

**Task Completion:** This is the ability of an employee to complete a given-specific task efficiently within the organization he is employed to in the F&B industry in Lagos State.

**Work Improvement:** This is the ability of an employee employed in the F&B industry in Lagos State to innovate better ways to carry out tasks assigned to him by his managers during work.

**Work Quality:** This is the overall assessment of the value of work provided by a person, team, or organization. This includes task completion rate, interactions with other employees, and deliverables within a particular F&B company in Lagos State.

**Work Speed:** This is the amount of work completed by an employee in the course of a workday within the organization he is employed to in the F&B industry in Lagos State.

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## **Chapter Two**

### **Literature Review**

This chapter identifies and presents a review of the conceptual, theoretical, and empirical reviews. The conceptual review cut across the following subtopics that explain Employee involvement and Job performance: Employee involvement, Benefits of Employee involvement, Employer-Employee Reciprocity in the F&B Industry of Lagos State, Nigeria.

Theory X and Y support the Human Relations – Approach-based theory that serves as the foundation for this study's theoretical evaluation. Employer performance, participation, organisational commitment, and demographics are all addressed in this chapter. There is a summary of the papers that were evaluated and a conceptual framework that was used to test for correlations at the conclusion of the chapter.

#### **2.1 Conceptual Review**

##### **2.1.1 Job performance**

Job performance is measured in the efficacy of completed work, the quality and timeliness of completed work, the employee's presence on the job, and the efficiency with which work is produced. The output is compared to established accuracy requirements, and the cost/speed ratio determines performance. The output of staff employees is quantified in terms of work output. It may, however, be viewed via the prism of behaviour. Individual performance is directly proportional to how well an employee accomplishes defined goals<sup>1</sup>. Job performance refers to an employee's capacity to meet given objectives within set time constraints and constraints<sup>2</sup>.

Quality, quantity, independence, punctuality, and individual relationships may all be used to assess Job performance<sup>3</sup>. Organisations typically develop performance criteria to evaluate employees' performance. Numerous performance assessments incorporate calculations of competence, efficacy, superiority, and productivity<sup>4</sup>. Competence is a term that relates to an

institution's ability to achieve desired outcomes with limited resources. The capacity of an employee to adhere to defined standards determines their effectiveness and efficiency<sup>5</sup>.

The term "productivity" refers to the ratio of output to input<sup>6</sup>. The term "quality" refers to the property of items that fulfil unusual requirements. Employees should be professional, informed about their field, organised, friendly, compassionate, and experienced since private institutions deliver great services to their clientele. They may boost their productivity and raise their job appeal as graduates of private institutions by delivering high-quality education services.

### **2.1.2 Organisational Effectiveness and Organisational Performance**

Even though the term "organisational performance" is widely used as a dependent variable in most organisational studies, its exact and unclear definition remains a challenge for researchers to overcome<sup>7</sup>. This is due to the fact that the interpretation of numerous stakeholders, many of whom have conflicting interests, is critical to the success of an organisation. Financial success, market performance, and shareholder return have been the focus of early empirical study on organisational performance (OP)<sup>8</sup>. It is difficult to gauge business success based on the aforementioned metrics since not every company is in business to make a profit. In addition, the firm's non-financial performance is excluded from the definition of financial success.

To address the shortcomings of focusing exclusively on financial performance when measuring performance, the Balanced Score Card (BSC) was developed<sup>9</sup>. It expanded the way a firm's performance should be measured by including non-financial indicators such as customer satisfaction and level of learning and growth. Additionally, the Balanced Score Card identifies primary stakeholder groups (shareholders, workers, and consumers) and utilises objective performance indicators for each. This is a commonly utilised tool, particularly in the commercial sector. However, applying BSC to the public sector presents difficulties due to the involvement

of various stakeholders. As a result, determining which stakeholders to include and which to ignore becomes more challenging.

As a result, non-profit organisations, particularly those in the public sector, require a more appropriate instrument. In order to meet this demand, the International Development Research Centre (IDRC) developed a performance evaluation methodology that categorised organisational performance into four essential variables.

### **2.1.3 Indicators of Task Completion**

To put it another way, task completion indicators are described as measures that may be used to determine how well a person or organisation is doing its job. Indicators of task completion are described as follows<sup>11,12</sup>.

The quality of one's work is an indicator of one's ability. Surveys, physical inspections of products, and statistical sampling are all ways to get this information. Rejection and redo percentages may also be used to determine job quality<sup>11</sup>. It is also possible to evaluate job quality by assessing experts' dependability, compliance, correctness, and judgment. Counting the number of product units generated every day, week, or month is a way to quantify how much labour is being done. Priorities and deadlines must be defined, and actions are taken to find methods to increase productivity for staff to meet their quota. Consequently, individual performance and organisational performance are likely to grow<sup>11</sup>.

Short-term indicators may not be able to identify creativity and invention, but over the long term, they can be<sup>12</sup>. It is vital to remember that creativity and innovation may be measured by assessing the success of specific objectives and targets rather than long-term progress. When it comes to assessing how flexible and adaptable a company is, several metrics can be used.

Measures the capacity to reduce the amount of wasteful effort, resources, and expenditures. It is all about how resources and time are employed to accomplish a given set of organisational objectives. Efficient jobs may do more with fewer resources than those who are not.

### **2.1.3.1 Factors Influencing Task Completion**

Diverse writers and researchers have identified several aspects that together and individually impact task completion in both bad and reasonable manner, and these factors are:

#### **i. Leadership**

To put it simply, leadership may be described as an activity in which an individual exerts influence over a group to achieve a particular purpose or goals. The leadership strategy, otherwise called leadership style, is defined by a leader's philosophy and conduct, whereas style specifies the patterns a leader employs while dealing with his subordinates<sup>13</sup>. The leadership style used in every firm is crucial as it affects either favourably or adversely personnel performance.

#### **ii. Coaching**

Coaching has been demonstrated to significantly increase work completion rates. Coaching is a two-way communication process that is both engaging and energising. The coach determines the areas for growth and the method for improvement and creates appropriate techniques to ensure that progress is made. Further coaching detects and eliminates employees' performance-impairing behaviours and attitudes. Thus, one might say that coaching entails encouraging and assisting an individual in improving their performance<sup>14</sup>.

### **iii. Decision-making**

Making crucial choices that influence the company is a method of including jobs in participation. As a result of participation, employees feel more connected to the company and are more likely to stay with it<sup>15,16,17</sup>. People are more motivated because they are seen as stakeholders in the company's goals and as collaborators in achieving them. As a consequence of participation, employees' attitudes about the company have changed in a positive direction. To speak about an organization's "culture," one would use the terms "values" and "beliefs," and "attitude" interchangeably. Individual employee success and, by extension, company performance are directly correlated to the strength of an organization's culture. Workplace productivity and flexibility are enhanced when a positive business culture prevails.<sup>18,19,20</sup>

#### **2.1.3.2 Employee Involvement and Task Completion**

Employee involvement seems to increase task completion by increasing the quality of decision-making inputs, as shown by an increasing body of research<sup>14,16</sup>.

To prove the impact of Employee involvement on Task completion, a research firm<sup>16</sup> examined 7,939 divisions in 36 different organisations; their research studied Employee involvement. The research found that Employee involvement was strongly associated with job success in many areas, including productivity, profitability, and customer satisfaction. Several studies have also agreed with the research firm's results. They have further shown a link between Employee involvement, task completion, and other aspects of a person's well-being. Further studies conducted in Asia also agreed with the result and found that Employee involvement programmes impacted 8,000 business units in 36 companies, and income and performance improved when employees were more involved in the business process<sup>15</sup>.

To further show a causal link between the duo, a study conducted in Britain showed that increased Employee involvement transcends the current year to lead to greater corporate productivity in the following year. Their study also reported that for every 10% increase in staff involvement, product sales increased by four percentage points for every 2,000 financial institutions in Britain<sup>16</sup>.

In another study conducted in Great Britain, which contains 500 employees from six UK state-owned enterprises, the study established that Employee involvement at the job was critical in encouraging employees to acquire job-related skills and to take the initiative in identifying solutions for job place problems. To compare employees involved with other workers and those who are not, some researchers surveyed 946 organisations in 22 countries separately. Their study held that employees who feel involved in workplace management outperform those who don't<sup>17</sup>.

However, despite the overwhelming attempts of researchers to establish the relationship between the duo, some researchers believe that the relationship between the duo is oversimplified because it implies that higher levels of Employee involvement result in higher task completion, but instead, they contend that the correlation between Employee involvement and task completion is rather complex to be explained through performance, which only indicates and measures results and causes, rather than the underlying issues and causes<sup>18</sup>.

### **2.2.1 Employee Involvement**

The frequent involvement of employees in an organisation in decision-making about their work, how it should be completed, contributing suggestions for job development, planning, defining work objectives, and supervising work output is referred to as involvement<sup>21</sup>. Institutions that appreciate their culture and participation norms have premium involvement participation. The stakeholders in such businesses will be extremely concerned with the institution's immediate

interests. They will strengthen the organisation's unity to propel the organisation ahead and rapidly reach a resolution to any problems that may arise<sup>22</sup>.

Involvement is one strategy for increasing employee production by including them in the institution's decision-making process to a fair extent<sup>23,24</sup>. While it is preferable not to involve workers in secret organisation concerns or choices, they should be involved in other activities and institutional matters that enhance its mission. A researcher<sup>25</sup> posited that such choices should be made with those impacted; this includes consulting them or holding a conversation to elicit their perspectives and develop fresh ideas.

An organisation with a culture that values employee participation in decision-making is always successful since workers will choose and hold themselves accountable in the event of failure<sup>26</sup>.

When the organisation's most senior staff members are not consulted or involved in its operations, managers might easily become caught up trying to solve the institution's issues in the boardroom<sup>27</sup>. However, when employees are consulted, the results are astounding.

Employees develop in companies as they gain knowledge, absorb rationale for their actions/inactions, and become naturally driven. When staff employees are empowered, they are motivated to perform since the organisation's expectations are experienced in their responsibilities. The more transparent the participatory management style, the more authority is given to staff members to make choices within their circles of influence<sup>28</sup>. Empowering employees begins with a change to more open types of participatory management. The degree of power accorded to staff employees in an organisation was argued to be related to the institution's culture<sup>28</sup>.

Empowerment is a management or leadership style that positions people as critical participants in organisational effectiveness<sup>29</sup>. In several ways, a strong culture supports the empowering

process. Institutions provide continuity and clarity when their cultures are well-defined in their missions. They limit confused signals owing to low uncertainty in the transmission and receiving of information, and management communicates in unison. Thirdly, they possess a vital core of stability that underpins the institution's fundamental decision-making process<sup>30</sup>.

This essential core promotes consistency/stability about fundamental concepts while allowing for personal explanations and responses to components not included in the central core. Fourthly, they aid employees in developing social capital based on their expertise, reputation, and association network. This social capital generates communication, confidence, and the power to effect change without official designations or influence. When institutions properly communicate with staff employees, they develop a sense of attachment to the institution<sup>22</sup>. As a result, staff members will strive to perform optimally for the organisation rather than only for their financial gain.

The types of communications conveyed to staff employees include the organisation's strategy, including anticipated growth/expansions, opportunities, difficulties or challenges, and threats. Involvement refers to an individual's commitment to an organisation<sup>25</sup>. This instils a sense of ownership and accountability while simultaneously enhancing capacity and autonomy<sup>29</sup>.

Employee involvement is the process through which workers devote themselves intellectually and physically to the organisation's success, as measured or characterised by three distinct actions - Say, Stay, and Strive<sup>12</sup>. Employee involvement is seeing each employee as a distinct human individual, rather than a cog in a machine, and including each employee in organisational operations to assist the company in meeting its goals and objectives.

Employee involvement refers to a collection of processes designed to elicit an organisation's support, understanding, and maximum organisation. Their commitment to the organisation

enables them to contribute to the continuous improvement and success of their work<sup>31</sup>. Employee involvement is viewed as a unique human being rather than a cog in a machine, and each employee is responsible for assisting the business in meeting its objectives<sup>32</sup>. He continued by stating that management solicits and values each employee's feedback. Employees and management alike understand that each employee has a role in the firm's operation.

Employee participation in organisational operations inspires workers and enables them to contribute more effectively and efficiently to the achievement of organisational goals<sup>33</sup>. Additionally, employee engagement is a process that comprises participation, communication, and decision-making and culminates in greater employee motivation and industrial democracy. Employees that demonstrate a high degree of commitment may be considered to make their jobs their life. As a consequence, several theorists have hypothesised that workers who are highly engaged would contribute significantly to the achievement of organisational objectives and will be less likely to leave<sup>16</sup>. Employee engagement in decision-making, sometimes referred to as participatory decision-making (PDM), refers to workplace decision-making that is shared. Participatory decision-making is a process in which two or more people exert influence on one another in order to create certain plans, policies, or decisions<sup>34</sup>. Participation is a term that refers to influence over decision-making that is gained via contact between employees and supervisors and is founded on information exchange.

Participation in corporate and workplace decision-making entails an individual's involvement in the process by which choices are made<sup>35</sup>. Employee involvement is a management style opinionative solicits opinions from workers and empowers them to resolve work-related issues<sup>36</sup>. Employee involvement in decision-making encompasses how people, organisations, and

collectives protect their interests or participate in the decision-making process directly or via their representatives<sup>37</sup>.

Employee involvement, as defined by the Institute of Employment Studies (IES), is the dynamic of workers' favourable views toward the company and its values. An engaged employee is fully aware of the company environment and works together with coworkers to ensure success and profit. The organisation must nurture, maintain, and grow involvement, which requires two-way communication between employer and employee. The organisation (IES) stressed that EE encompasses more than transactional agreements and that employee dedication is inadequate in the absence of corporate recognition and reciprocity. Involvement is a term that relates to how committed and intellectually engaged persons are in the performance of their work. Line managers and leaders play a crucial role in resolving employee conflicts and guaranteeing the organization's success<sup>38</sup>.

#### **2.2.1.1 Forms of Employee Involvement**

Various writers have acknowledged numerous types of diversified worker involvement practices in several research studies, including the following.

Employee participation on the board of directors is a kind of employee engagement that is accomplished via the selection or election of employee representatives from various departments and teams. To ensure that high management heard their concerns, workers vote for representatives to represent them in the consultative process. In this forum, workers are allowedly to propose ideas before presenting them to top management for adoption. Representative participation necessitates an open exchange of ideas and information<sup>39,40</sup>.

As a technique for including employees in crucial business decisions, participatory decision-making is known as a high degree of Employee involvement; it is noteworthy that Improved

work performance may be achieved by encouraging employees to participate in the decision-making process<sup>24,26</sup>. Participatory decision-making is a kind of power sharing in which upper-level management and staff share decision-making authority. Because it seeks to solve employees' issues while also improving decision-making, a successful participatory decision-making process requires the involvement of the whole workforce<sup>41,42</sup>.

Communication is another form of Employee involvement; managers utilise downward and upward problem-solving communication to communicate with employees about management objectives, discuss organisational performance, or resolve directly related issues<sup>43</sup>. This includes videos, business bulletins, diaries, and updates from management to keep staff informed. These materials are of great assistance to remain abreast of advances at work. Using team briefing, suggestion schemes, employee attitude surveys, and regular team meetings, senior management may be made aware of the issues faced by employees regarding the company's overall performance<sup>44,45,46</sup>.

Furthermore, some scholars have argued that financial involvement is another form of Employee involvement. They are stated that employees who might benefit from financial involvement could participate in the organisation's financial successes. This drives people to be more devoted to the business's aims and objectives, resulting in more excellent task completion. Furthermore, it is well acknowledged that financial involvement enhances employee morale and passion for business objectives. If workers share the company's profits or losses, they become shareholders and may even own it at some time<sup>247,48</sup>.

Quality circles are also another form of Employee involvement; In quality circles, everyone contributes their thoughts, ideas, and solutions to work-related problems. Workers may get

together in quality circles to brainstorm and develop solutions. When it comes to cutting expenses, they do all of the above. Quality circles have been shown to save costs, improve productivity, benefits employees' professional growth, and boost work happiness<sup>29,30</sup>

Another aspect of Employee involvement is goal-oriented management. To put it another way, it is the process of coming up with a list of objectives and putting them into action. Objective-driven management identifies the best cost-effective and time-effective methods for attaining each goal. Using "management by objectives" helps employees observe one goal at a time being fulfilled. Therefore, employees are motivated to work harder, accomplish more objectives, and improve their work environment. As a result of employee participation in management goals, employees can set the objectives and choose how best to accomplish them<sup>23,24,25,26</sup>.

Task completion is the sum of all the values and benefits that a business gains from a particular employee throughout a specific time. Another definition of task completion proposed that Task completion is a strategy for achieving goals and objectives in the workplace. At the same time, some other scholars argued that task completion refers to the activities taken to accomplish the job, not the outcomes of the actions taken to complete a job. Some scholars also described employees' task completion as their ability to do jobs by a specified measurable standard established by management while employing resources in a dynamic work environment<sup>49,50,51</sup>.

Considering the preceding definition, it can be concluded that task completion is used to gauge how well an employee performs on a specific task. However, the definitions emphasise that task completion systems must be based on employee behaviour rather than the consequences of such activities. With the wrong emphasis in place, workers are more likely to devise shortcuts to perform their tasks, which will affect the firm. Since performance results from a series of

behaviours, it is conceivable that task completion should be seen as those visible acts that employees engage in. In this regard, there is a proposed hypothesis based on the idea that a company should either engage its people or adapt technology to improve performance because the people of a business are the best-untapped resource for enhancing productivity<sup>52,53</sup>.

In essence, task completion is essential since it is used to measure the success and profitability of businesses; as a result, task completion is critical to employees since it reflects their effectiveness, high performance, and mastery<sup>54,55,56</sup>

### **2.2.1.2 Barriers to Employee Involvement**

Another study examined the effect of internal messaging on employee engagement. The exploratory study discovered that internal communication is a critical component in fostering an open workplace culture. Additionally, the poll discovered that good communication is critical for maintaining employee engagement with the organization's goals. As a result, a lack of effective communication results in poor engagement. The research suggests communication strategies such as one-on-one meetings to increase employee participation<sup>41</sup>.

Another research was also organized to investigate how employee interaction leads to Employee involvement. Regarding Employee involvement, the research agreed with a previous study that poor communication is a deterrent. Participation in the research was chosen at random. The study indicated a significant correlation amid employee communication and involvement. The lack of efficient communication consequently impacts Employee involvement adversely. The report urged organisations to foster effective communication by listening to workers' concerns and encouraging them to engage in workplace conversations to improve communication quality<sup>57</sup>.

Employee happiness is another essential component of Employee involvement<sup>58</sup>. Numerous variables have been found in the study as contributors to employee discontent, including (Misaligned person-job fit) (Lack of skills and, therefore, lack of interest in the job). The study discovered that disgruntled employees are more likely to be absent, perform substandard work, and are less passionate about the company's activities.

### **2.2.1.3 Benefits of Employee Involvement**

Employees who are well educated about their job and organisation and are permitted to engage successfully in planning, strategising, and decision-making related to their work will benefit the company and the individual<sup>22</sup>. Researchers examining the benefits of employee involvements have found that it helps in the enhancement of employee work, morale, job satisfaction, and productivity. They also found that it enables workers to use their secret data/information, resulting in a rise in the organisation's output, notably product quality and productivity, due to their ideas being included and more flexible<sup>59</sup>.

Similarly, employees' trust and sense of control are boosted, resulting in ownership, increased employee commitment, and acceptance of organisational choices<sup>20</sup>. It also leads to cost savings as the resources formerly necessary for tightly overseeing and monitoring employees are reduced, hence lowering expenses. Aside from the costs associated with the lack of employee involvement, the company would also enjoy overall organisational performance improvement, resulting in an enriched company with varied attitudes and perspectives<sup>60</sup>. This increases quality due to improved information flow and use, clarifying roles and objectives and resulting in qualitatively superior judgments<sup>61</sup>.

#### **2.2.1.4 Reciprocity Between Employers and Employees**

The degree to which an employer and an employee provide comparable help to one another is characterised in this research as reciprocity<sup>62</sup>. Reciprocity refers to the two associations' engagement in a process of trade that may entail economic resources like as money, services, commodities, and knowledge, as well as socio-emotional resources such as status, love, devotion, and affection<sup>63</sup>.

Reciprocal trade refers to explicit bargaining in which one party's actions are contingent on the other's behavior<sup>64,65</sup>. While the jobs and responsibilities traded are pretty specific and understandable, reciprocity fosters stronger professional connections and encourages workers to be more devoted to one another. When workers perceive their organisation is concerned about their well-being, they respond by increasing their Involvement<sup>19</sup>.

#### **2.2.1.5 The Advantages of Employee Involvement and Employees in Decision Making**

Numerous academics and administrators feel that if people are effectively taught about essential problems and given an opportunity to make work-related choices, both the company and the individual will benefit<sup>66</sup>.

As a consequence of employee involvement, it enhances staff morale, job satisfaction, and productivity. In the same vein, it allows employees to exploit their private information, resulting in better informed company decisions. Employee involvement and employees in decision making, allows the integration of employee ideas and information, organisations may boost their adaptability, product quality, and productivity while contributing to the creation of employee trust and giving the employees a feeling of control<sup>67</sup>.

Employee engagement provides for the decrease of resources required to monitor employee compliance (e.g., supervision and work rules), thereby cutting expenditures. Aside the cost cuts that arises from the involvement of employees in the decision making processes of their

companies, it brings about performance benefits because deep employee participation maximises viewpoints and variety of perspectives<sup>68</sup>.

### **2.2.2 Management and Decision-making Through Consensus**

Employee Participation<sup>69</sup> is the process of engaging and enabling workers to contribute to creating value and improving corporate performance. This also refers to employees' direct involvement or Involvement in applying their ideas, knowledge, and efforts in solving organisational problems and accomplishing their goals or objectives.

Employee participation is sometimes defined as the whole of persons and groups' engagement in the decision-making process, whether direct or indirect<sup>70</sup>. Employee Participation is a set of task-related behaviours intended at boosting workers' sense of connection to their work environment and commitment to the organisation as a whole<sup>71</sup>. Participatory management is a proxy for upper management's willingness to cede decision-making authority to support employees. Frequently, senior managers are averse to delegating decision-making to subordinates.

Numerous academics have defined the ideas above in various ways, which has increased their complexity. In an attempt to describe the topics above, several writers or academics have defined them differently, making them more complex to grasp. However, the optimal definition fits the study's objective<sup>72</sup>.

In any organization, decisions may be taken on a daily, weekly, monthly, or yearly basis, according on the circumstance or need<sup>73</sup>. According to the authors, authority is centralised at the top management level in certain organisations or diffused across management levels in others. Decisions are made by managers at all levels and in all industries. For instance, senior management takes choices on the organization's objectives, new markets to penetrate, and industrial facility establishment. Managers at the middle and lower levels make decisions on

production schedules, product quality, pay increases, and employee discipline. Making choices is not exclusive to managers' responsibilities, functions, or responsibilities; all organisational members make decisions that affect their job and the organisation in which they work<sup>74</sup>.

The process of choosing between two or more alternatives in order to solve a problem or maximise an opportunity is referred to as Decision Making<sup>75</sup>. The author emphasises that in the majority of organisations, decision-making is conditional on the degree of autonomy contained in certain tasks. Employees in any organisation will respond fast and decisively if given the opportunity. Typically, choices are made to address problems or exploit opportunities. Employee participation in decision-making has the potential to prevent an organisation from decaying or failing.

Decision-making is defined as the process of choosing among a collection of alternatives in order to achieve a desired outcome<sup>76</sup>. Making a choice is the process of identifying and choosing an appropriate plan of action to handle a specific issue or capitalise on an opportunity<sup>36</sup>. Choice-making comprises the following steps: identification of the issue, data collection, alternative development, alternative analysis, and determination of decision criteria<sup>77</sup>.

#### **2.2.2.1 Benefits of Employee Participation**

Worker association increases job satisfaction and workforce consistency. Thirty-seven per cent of firm's view employee recruitment and retention as a critical aim of their representational inclusion programs<sup>78</sup>.

Participation may improve communication and collaboration; labourers communicate with one another rather than needing all communications to pass via administration, thereby saving administration time. Similarly, the organization would enjoy cost cuts as participative professionals guide themselves, reducing the need for chiefs and lowering overhead work

expenditures. Cooperation teaches employees new skills and assists in preparing and recognising pioneers.

Reduced operating expenditures, particularly about human resources enrollment and emergency management. Hence, involving employees in decisions and policy changes that affect their employment directly while increasing their independence enhances general morale.

#### **2.2.2.2 Disadvantage of Employee Participation**

Despite the purported advantages of employee participation, not every thing is rosy with the practice. Employee participation may not be implementable as not all employees possesses strong drives for creativity and achievement or satisfies them adequately outside of work<sup>79</sup>. The practice is also faulty as employees may frequently have little stake in the company's ultimate success.

Similarly, employee participation security issues in participatory management also emerges from the fact that, from the outset, an excessive number of individuals are aware of several facts and pieces of information. This data may develop into crucial data at a later point. As a result, there is a heightened fear of information being leaked<sup>80</sup>. Despite this, participation takes time, and when choices are taken in groups, responsiveness to changing situations may be especially slow<sup>81</sup>.

However, the cost of employees participation may be high due to the need of employee and manager retraining. Similarly, once a precedent of involvement is established, it becomes more difficult to rescind the right to participate. Employees may exhibit fictitious interest. Employees' interests may conflict. Cohesive, participatory groups can band together against management to stifle productivity and avert change<sup>82</sup>.

### **2.2.2.3 Employee Involvement Through Representative Participation**

Joint consultation groups, employee representation on boards of directors or management are all instances of representative forms of participation<sup>83</sup>. Committees may be wholly comprised of employee representatives or may include management representatives up to 50% of their membership. They are appointed on occasion by management, on occasion by unions, on occasion by a combination of the two, and on occasion by workers. Typically, consultative committees function as consultants to management. However, they may exercise codetermination authority over specific matters. Standing committees or ad hoc task groups may be established with a defined mandate for a specified period.

Formal, indirect, and moderate to low effect are the three types of representative Involvement. Employees are not directly engaged, but are represented on a governing council or board of directors by elected representatives<sup>84</sup>. Representative engagement is similar to employee ownership, except that workers often have less authority.

Managers believed that employee representative Involvement was also beneficial regarding the influence of direct participation on economic performance<sup>85</sup>. This was especially true when it came to short-term costs and employment reductions. Employee representatives appear to have been heavily active in actions regarding workplace reorganisation.

There is substantial evidence that representative forms of involvement assist employers in fostering organisational commitment and cooperation and fostering high trust and low conflict relationships between management, employees, and unions. Additionally, representative engagement is strongly associated with effective kinds of direct participation aimed at increasing workplace productivity and efficiency. More specifically, organisations in the European Union deal with employee working conditions (EWC).

Representative participation covers all subject areas, since worker councils or a Board of Directors may concentrate on any issue. Although the majority of workers have limited access, the representatives' power may vary from voting on the Board of Directors to advising on a worker's council<sup>86</sup>.

#### **2.2.2.4 Employee Involvement Through Employee Union**

Unions may have access to all essential talks and information about the organisation, including its financial and technical components, enabling them to better understand the organization's present situation and, therefore, organisational difficulties<sup>85</sup>.

The link between the organisation and the union should not be overlooked. Often, this connection becomes important to the success of the employee engagement endeavour. In general, when programmes were adopted, the relationship between labour and management improved. Although no evaluation of sites without programmes was undertaken, there is a substantial association between the two, showing that the greater the connection, the more effective the implementation. These results, however, should be taken carefully, since the research examined programmes adopted during times of economic stress, when implementation was typically a condition of bargaining table concessions.

Early scholarship of the concept under review could not define the term properly<sup>87</sup>. As a response to the definition, the author reported that "a structured mode incorporating some system of workforce representation designed to ensure widespread worker participation in achieving a common understanding among all concerned and affected parties in a given organisation, and its sub-organisation units, of the purposes for which various work activities and tasks are undertaken, and which seeks to ensure a role for workers in decisions about how works are to be done."

According to research, these coordinated activities provide organisational benefits, just as employee participation does; collaboration in an unionised context can increase productivity and quality, linking the intensity of cooperative efforts and quality improvements<sup>88</sup>.

Historically, the two elements of workplace representation and creative workplace practice have been evaluated independently, but they have become more entwined in recent years<sup>89</sup>. The following are the aspects of workplace representation: Collective voice was initially used to unions, which coexisted with unionism's monopolistic face. Similarly, employee engagement has typically been considered as a management initiative and, consequently, a human resource management approach that prioritises high-commitment employment practises. With the demise of unionism and the emergence of human relations practises, the claim has been raised that unions and Employee involvement are viable alternatives.

#### **2.2.2.5 Worker Directors**

To represent the interests of the company's employees, the Board of Directors appoints employee directors (BOD). As a rule, the bulk of employee directors come from inside the labour movement.

By casting their votes at the annual shareholder meeting, shareholders are able to exercise their rights and make important decisions for the company. A minority investor, on the other hand, is often confronted with the problem of free-riders. A shareholder meeting's agenda is set by the board of directors, and management's ideas are readily advanced. Proxy fights have been rare and ineffective, despite the fact that they were supposed to be a solution to this problem. Free-rider problem is not an issue for large institutional investors like pension funds and other financial institutions, who may play a more essential role in company governance.

Nevertheless, they have been constrained by the legal system, opposing interests, and political pressures that have shaped it. Managers may find it beneficial to have employees on their board of directors. As a consequence, it increases employee engagement, aligns the interests of management and workers, and increases organisational efficiency<sup>90,91</sup>.

Board representation is seen as ineffectual or only partly successful by collective bargaining theorists. Having legal access to the corporate decision-making processes gives workers a fighting chance to exert influence on problems that directly impact their interests. Employees are often underrepresented on boards and get little genuine appreciation from other members, therefore the end is unpleasant.

The concept of a worker's director does not exist only in Europe. The Milwaukee Journal and the Providence and Worcester Railroad were two early instances in the United States. As a consequence of increased competition, several companies have been forced to lower wages and benefits, and in return, labour unions have agreed to allow workers to serve on their boards of directors. Chrysler, Eastern Airlines, Pan American Airlines, and other transportation businesses were also victims in the early 1980s.

Additionally, employee board seats were formed as a result of employees becoming significant shareholders via ESOPs, equity incentives, and direct stock ownership. Simultaneously, employee or labour union participation on boards of directors in the United States, where such representation is not mandated by law, has raised potentially problematic legal issues, which may help explain why worker directors are relatively uncommon in that country.

In addition, because of conflicts of interest, employee directors have a limited role. However, despite their evident allegiance, board members must work in the company's best interest and not just that of their own particular department. As a consequence of these challenges, individuals

typically grow alienated from other board members and staff. Their inability to connect with the workforce, in part due to confidentiality rules, further limits their ability to serve on the board effectively. Employee involvement on boards of directors, on the other hand, has been shown to have a positive impact in select industries. Industrial relations and shop floor issues may now be discussed more openly in the boardroom, where worker directors can provide their expertise as advisors. When it comes to employee-sensitive topics like layoffs and plant closures, it has urged management to be more cautious in their approach.

Worker directors also have a limited role because to conflicts of interest. It is incumbent upon them as directors to act in the company's best interest rather than the limited group interest of workers. These problems usually lead to a rift between board members and staff. Their inability to connect with the workforce, due in part to secrecy rules, further limits their ability to serve on the board effectively. On the other hand, studies show that including employees for boards of directors has a positive effect on some industries. As a result, worker directors are increasingly able to provide expert advice in the context of industrial relations and shop-floor issues. Managers are now more cautious when it comes to sensitive personnel problems like layoffs and closing factories.

### **2.2.3 Quality Control Circle**

After World War II, the quality control circle gained prominence as one of the overall quality management concept methods to develop human resources. In 1962, Japan developed the first quality circles; Kaoru Ishikawa is credited with their inception<sup>91</sup>. The Japanese Union of Scientists and Engineers organised the effort in Japan.

In 1962, the Nippon Wireless & Telegraph Corporation became the first Japanese corporation to employ quality control circles.<sup>59</sup> Approximately ten million Japanese employees were part of the

movement by the year's conclusion, according to official estimates<sup>92</sup> Despite the fact that the concept of quality circles originated in Japan, it has been adopted by a variety of countries.

It has been shown to be beneficial as a human resource development technique in enhancing worker performance across a broad variety of sectors. Numerous studies on quality management in general, quality circles, and Job performance have been conducted by researchers, research groups, and others.

A quality control circle is a voluntary organisation that gathers individuals to discuss workplace and service improvements and propose their recommendations to management<sup>93</sup>. The Quality Circle idea is founded on acknowledging the worker's value as a human being who freely contributes to the job's improvement by wisdom, intellect, experience, attitude, and feelings<sup>94</sup>. A quality control circle is a structured, institutionalised system for effective and participatory issue resolution contact amongst an organisation's employees<sup>95</sup>.

#### **2.2.3.1 Objectives of the Quality Circle**

Quality circles are introduced to organisations for them to motivate employees, promote teamwork. Quality Circle must be done to improve the quality and productivity, enhance organisational communication, enhance the product's and service's quality. Quality circle must also create a pleasant and meaningful atmosphere, foster a good attitude and a sense of participation in decision-making processes, contribute to the organisation's progress and development and satisfy human requirements of the organisation<sup>96</sup>.

#### **2.2.3.1 Benefits of Quality Circle**

Implementing Control Circle helps in increasing the awareness of the product's quality, enhances management, customer relations, products and services offered. Quality Control Circle

enhances relationships within the organisation; increases customer satisfaction, and, increased respect from competitors <sup>97</sup>.

### 2.2.3.1 Quality Circle Implementation Process

To implement Quality Circles, an organization must start with a clear understanding of what the problem is. The chosen issue is then examined utilising core problem-solving strategies. Additionally, the organization must then develop alternative solutions based on chosen parameters. From the many alternatives, the most appropriate solutions are selected.

In this step, the team comes up with an action plan that specifies when and where each step will be carried out, as well as the members' roles and responsibilities. Management is then provided with the solution and given the go-ahead. Finally, the solution is tested by management to determine its viability.

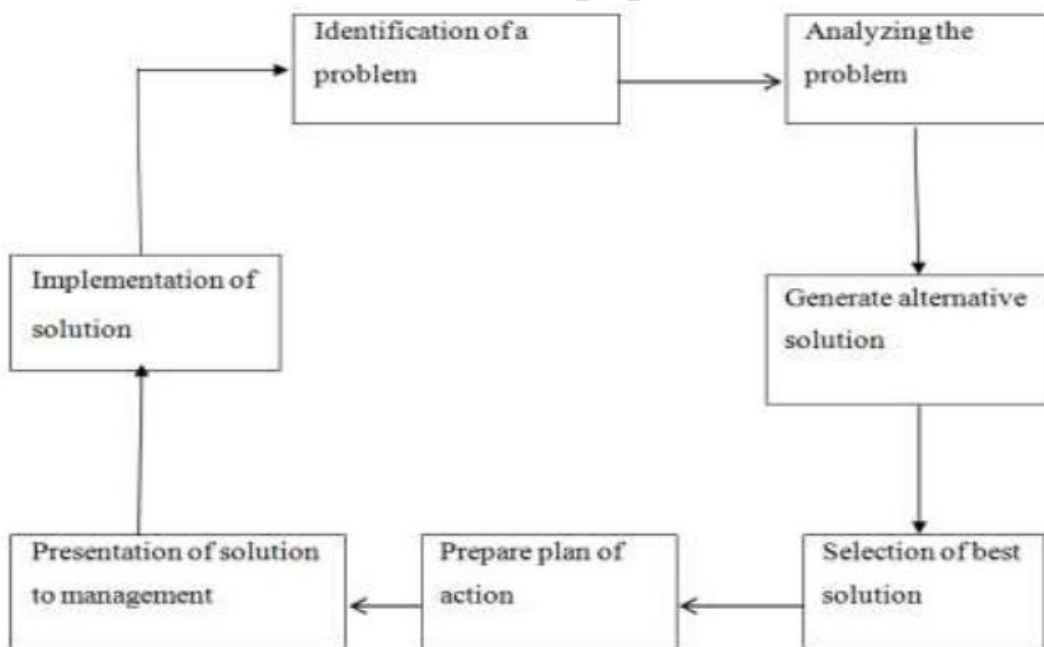


Figure 2.0.1: Working model of Quality Circle<sup>98</sup>

### **Factors Affecting Implementation of Quality Circle**

To implement Quality Control Circle, in order to have a successful management practise, top managers must have the maturity and commitment to support it. As a result of top management's involvement, decisions can be made more quickly and quality can be monitored more effectively<sup>99</sup>. Senior management assistance is necessary to guarantee that real measurements are accessible.

Innovative technology and a creative corporate culture enable all employees to come up with new ideas, procedures, and solutions. As involvement rises, so does employees level of responsibility. This needs a higher level of education and training. Employee education and training is an important part of a company's goal, vision, direction, and organisational structure. It also involves supporting workers in obtaining the skills they need to enhance quality and, as a result, fix the issue<sup>100</sup>. This is what is meant by quality training.

The implementation of Quality Control Circle is also affected by flexibility: The organizational operational and delivery flexibility allows the user to offer customised service, especially for unique or non-routine requests. Flexibility in the supply chain may be described as either "downstream" (i.e., in terms of getting products to market more quickly) or as "upstream" (i.e., in terms of getting components from a supplier more quickly).

Implementing Quality Control Circle are usually affected by two types of motivating factors, who are both external and internal. Customers' pleasure and market share are the primary goals of the first set of people. However, the second group focuses on organisational upgrades, such as the incentive system, as well as cooperation, performance assessment, and communication<sup>72</sup>.

The strategic significance of quality's repercussions for a company's competitive position cannot be ignored in strategic planning<sup>101</sup>. While the quality process is inherently linked to effective communication, some leaders fail to communicate the plan to others in a way that is

understandable<sup>74</sup>. Filtering adds another another level of difficulty to the process. Vision and plan may get muddled when top management's quality vision spreads across the organisation.

In the post-certification period, it is critical to keep an eye on ways to enhance your practise. When the quality management system is well-maintained, it enters the stage of continuous improvement. Quality management system adoption is critical for an organization's long-term growth and success<sup>102</sup>. This phase is critical.

Customers' pleasure is the emphasis of Quality Circle, a management concept. As a modern management strategy, the Quality Circle helps organisations to improve their competitiveness. Customer knowledge has risen, allowing consumers to choose a high-quality product or service at a reasonable price<sup>103</sup>.

In order to govern their work environment, employees must adopt more responsibility for their cooperation. Getting employees involved in the decision-making and problem-solving processes of a company is an important aspect of fostering a healthy work environment.

Factors that impact a company's financial success include a broad range of variables. Quality Circle accreditation has a positive impact on the bottom line in terms of increasing activity, profitability, and output at the plant. Appropriate leadership is essential to the success or failure of any quality assurance programme. Knowledge exchange and dedication may be facilitated by leaders who have a clear vision and direction

To develop a culture of open cooperation and teamwork among workers, suppliers, and customers, quality ideals must be embedded in the organization's culture. Numerous studies have shown that an organization's culture should be favourable to the ideals of the Quality Management System (QMS) system.

A more effective method of achieving a goal is to organise work and resources in the form of a process. It is important that the steps in the process be clear. Researchers have emphasised the necessity of making the strategy simple so that workers are more likely to work with and not fight it.

#### **2.2.3.5 Implementing Quality Circle Program in the F&B Industry**

Staff members who are part of a supporting network might have a say in administrative choices that affect how classes are taught and learned. Indeed, it is vital to engage faculty members in a dialogue regarding the idea of educational excellence. Offering aspiring technocrats, a high-quality education fosters a culture in which faculty members initiate new projects that improve learning quality.

Quality circles are a highly organised approach to management system improvement. The educational system's quality is determined mostly by economic development based on new teaching techniques. Physical, mental, emotional, and spiritual growth may all be fostered by a great educational system. Every system of technical higher education has made quality education a watchword and a cornerstone.

The approach is that individuals closest to the issue have a better handle than those responsible for system maintenance from the outside. Employees create a group to discover and handle difficult workplace issues. It is hoped that a better solution would be developed by working together than by working alone. Employees or staff members actively participate in the quality circle programme to benefit the institution. Additionally, institutions take proactive initiatives to provide a healthy work atmosphere that facilitates the teaching and learning processes.

### **2.2.3.6 Employee Participation in Quality Circles**

Quality circles are small groups of people that meet voluntarily to discuss, analyse, solve, and interpret work-related issues. Consequently, it increases working culture efforts that foster employees' skills, talents, and creativity in the workplace<sup>78, 79</sup>.

Employee participation in quality circles modifies employees' attitudes and behaviours toward knowledge-related challenges through rigorous methodologies<sup>104,105</sup>. The quality circle programme emphasised employee morale and work-life characteristics such as delay; absenteeism was reduced<sup>106,107</sup>.

Work-related issues and communication routes between higher and lower levels of authority are the key goals of the quality circle. It is possible for organisations to promote a more innovative workplace culture by implementing this collective behavior<sup>108,109</sup>. Job design elements such as job requirements, worker experiences, job knowledge, values and ethics in job duties, etc. are the primary focus of the quality circle. These are the actual results of the effort. Personal motivation, work happiness, and a low turnover and absence rate<sup>86</sup> should be pushed by these psychological champions.

Involvement in the Quality Circle acts as a catalyst for developing new intellect, knowledge, and capacities to use one's thinking to increase demand fulfilment. Taking part in the quality circle programme boosts the productivity and attendance of your staff, as well. Taking part in the quality circle programme boosts the productivity and attendance of your staff, as well. The frequency with which managers and staff meet to discuss and analyse routine issues and effectively handle them underlines the need to include garbage and productivity index variables<sup>87</sup>. Rather than employee participation programmes, job design and socio-technical solutions can transform work life. Involvement in the quality circle is connected with higher quality rates, employee productivity, and reduced absenteeism<sup>109,110</sup>.

#### **2.2.4 Employee Stock Ownership (ESOP)**

Employee ownership is a highly formalised technique of incorporating employees in decision-making. It comprises the incorporation of workers as financial proprietors of the business, generally by issuing stock shares. As a kind of participatory decision-making, employee ownership is intrinsic and extrinsic motivation.

The psychological effects of employee ownership may be accounted by using three models<sup>90</sup>. According to the "intrinsic satisfaction model," of employee ownership, a more committed and happy workforce translates into higher production. The "instrumental pleasure model." is the second employee ownership paradigm. Employee ownership increases employee loyalty by giving them a voice in the decision-making process. "Extrinsic enjoyment model," claims that employee ownership promotes organisational engagement and output, which makes it financially sustainable. Employee commitment and decision-making involvement are closely linked, with the former influencing favourable job attitudes<sup>91</sup>.

Financial ownership enhances commitment and productivity. Between 1975 and 1976, over 1400 firms were surveyed on employee stock ownership plans (ESOPs), 229 businesses adopted the programme, and one-third of businesses that implemented ESPs<sup>92</sup> indicated a boost in job quality. Additionally, turnover rates were discovered. Lateness, absenteeism, and staff complaints have all decreased significantly. Though the results were generally favourable, around 5% of businesses reported an increase in employee turnover, and 1% reported a decrease in job quality, even though most enterprises thought ESOPs had a good influence on the workplace.

Through dividends, capital appreciation, or a combination, workers may indirectly participate in the company's success. Arrangements in which workers own shares in their company are sometimes referred to as "employee share ownership."

Employee Stock Ownership Plans (ESOPs) are a type of eligible retirement plan in which a qualified trust is included<sup>93</sup>. Employee Share Ownership Programs are contribution plans that invest largely in qualified employer securities and are either stock bonus plans or eligible stock bonus money purchase plans (ESOP).

Employee Share Ownership Plans (ESOPs) are a type of agreement between a corporation and an employee. The employee is granted the opportunity to own a specific number of discounted shares in the firm to satisfy pre-determined key performance metrics (KPIs)<sup>111</sup>.

There are two sorts of ESOPs: leveraged and unleveraged. Leveraged ESOPs get loans to acquire stocks, which are then kept in an employee stock ownership trust, which retains control until the loaned funds are returned, whereas, in the latter, employees purchase shares using their funds. One of these categories may be initiated by employers or entrepreneurs<sup>112</sup>.

Employee stock option plans (ESOPs) exist in various flavours; employees, directors, or partners may own Non-Qualified Stock Option Plans. Additionally, they are exercisable, with the recipient taxed if the offer is less than the fair market value<sup>113</sup>. While Qualified Incentive Stock Option Plans are offered solely to employees, before exercising, a one-year waiting period is required.

When founders do not want their shares to become saturated, they employ Phantom Stock Option Plans. Rather, they provide their workers with cash equivalent to what they earned had they held the stocks. The corporation will then establish a Phantom Stock Option Plan. Rather than acquiring stock, employees must gain the same economic value as if they owned it<sup>114</sup>.

ESOPs are the result of the owners' actions and decisions<sup>115</sup>. Employee stock ownership plans (ESOPs) provide ownership and decision-making opportunities<sup>116</sup>.

A lot of attention has been paid to Employee Stock Ownership Programs (ESOPs). An employee stock ownership plan's primary purpose or goal is to allow employees of the company to buy shares or a piece of the company's equity, which is the most efficient approach to align the interests of management and workers from an administrative stand point. There is a greater feeling of dedication and an enhanced interest in administration and performance. Investing in company stock motivates workers to work harder and smarter in order to grow or defend the value of their investment. If the company suffers a setback, it will bear the brunt of the consequences<sup>117</sup>.

Many studies show that employee stock ownership plans increase company production, whereas others show that employee stock ownership plans have no apparent link with productivity. ESOPs have been shown to have a conditional impact as well, according to research. It is no coincidence that all of these inquiries are taking place in industrialised countries. As an alternative to traditional pensions, employee stock ownership plans (ESOP) are becoming more popular in the United States and other nations. For ESOPs, on the other hand, China is their exclusive source of funding.

## **2.3 Theoretical Review**

This study is anchored on Human Relations Approach based theory and supplemented by General Systems Theory, Theory X and Y.

### **2.3.1 Human Relations Approach**

This theory was developed in the 1930s as a complement to current classical theory<sup>117</sup>. When the Human-Relations idea was tested, it was dubbed the Hawthorne Studies<sup>118</sup>. Lighting studies, relay assembly test room studies, an interview programme, and bank wiring room studies are all part of Hawthorne Studies. There is a change in focus away from production and job design in

the school of thought known as "Human Behavior.". A key component of the Human-Relations Approach is addressing the needs of the organization's employees, encouraging participation in decision-making and improving communication. Human Relations argues that effective communication between employers and employees is essential for determining the needs of the organization's individual members.

The research leading to the theory was conducted to examine the impact of lighting intensity and human interactions on worker productivity <sup>117</sup>. Classical methods to management, such as scientific and administrative management philosophy, were seen to have an inhumane holistic perspective. Thus, human connections in an organisation were born as an alternative to classical approaches to organisational analysis after the collapse of classical ideas in the 1930s <sup>119</sup>. Due to a lack of attention on humanism and sociopsychological elements of individual behaviour, classical thinkers seem to have underemphasised the relevance of Job performance in an organisation's operations.

Scientific and classical views on man's nature as a purely financial animal have evolved into the human relations school of thinking. Because the classicists failed to recognise the importance of human beings as an integral aspect of a corporation's input, process, and product, they tend to create more issues than addressing them<sup>120</sup>. There are several well-known Hawthorne studies that show that Job performance is influenced by attitudes, relationships, a sense of community, interpersonal skills, collective decision-making, and effective communication. These experiments include the "first Relay Assembly Test Room," "second Relay Assembly Group," "Typewriting Group," "Medical Splitting Group," and the "Bank Writing Observation Room Experiments."

Even without monetary rewards or punishments, employees' motivation and performance were greatly changed by the Hawthorne tests. Employees are social beings, according to the findings

of the study. They are not lone wolves. Thus they create tiny groupings, such as informal organisations, inside the organisation. Furthermore, it was established that leadership style, supervisory style, communication, and involvement all have a significant effect on the behaviour and happiness of employees<sup>124</sup>.

### **2.3.1.1 Supporters of the Human Relations Approach**

In addition to Mayo and his collaborators, many other contributions to the human relations movement include Kurt Lewin, Jacob Moreno, and Douglas McGregor, whose studies influenced the campaign. Group dynamics is a term coined by Kurt Lewin. People who feel like they belong and can engage actively in decision-making will be more satisfied with their work and more likely to meet their company's goals<sup>125, 126</sup>.

Other scholars also extended the human relations theory to include group interpersonal interaction in the sociometric approach. Jacob Levy Moreno coined the word "sociometry" after conducting long-term sociometric research at the Girls Training School Hudson, New York, between 1932 and 1938. The scholar employed sociometric approaches to allocating inhabitants to their cottages in the study and found that runaways from the facility significantly decreased<sup>128</sup>. Basing his argument on the Human Relations approach, the scholar theorised that organisations with members who have a strong attachment to one another perform better than groups without such ties. In other words, it demonstrates how people interact and interact with one other while working together toward a common purpose and target goals. People's well-being may be improved if they are able to choose the items, actions, and people they engage with in their everyday life. As a result, the decisions made by individuals and groups in the course of their interactions with one another are crucial.

Another supporter of the Human Relations theory focused on the organisational viewpoint of motivation. In his book, 'The Human Side of Enterprise,' offered a unique viewpoint on human relations management<sup>132</sup>. Employee motivation is examined in two ways by the author in his book. In his words, 'Theory X and Y.' referred to these viewpoints. In the context of management's role in the company's financial success, the opinions diverged. In the Theory Y model, people are self-motivated, have a desire to succeed, and know where they fit in the organization's hierarchy<sup>132</sup>. Theory X, which posits that workers are fundamentally lazy and uninspired, desire nothing more from their occupations than security, and need discipline from outside the workplace, does not hold accurate here. For the sake of simplicity, human relations theory, rather than considering stakeholders as just another cog in the corporate wheel, maintains that the organisation will succeed as long as it aids its employees in their growth. HRTM's foundational assumptions are based on the findings of the Hawthorne researchers, particularly the work of their principal populariser, who recognised the significance of the role played by people in organisations<sup>132</sup>.

### **2.3.1.2 Presuppositions of Human Relations Theory**

The most important feature of a human relations strategy is its focus on the human aspect of the business. It presupposes that man is not just a machine but a living and sensitive being with his thoughts and feelings. Before Mayo, labour was seen as a 'cog in the wheel' or an 'extension of a machine.' As a result, workers were considered commodities or non-living resources. Human nature was misunderstood in the workplace. Unruly masses were regarded to be the norm in society at the time. Workers were devalued in the sight of management. Mayo re-established the importance of the human component in business by dispelling these presuppositions. By stressing the employees' needs, goals, and feelings.

The following are the theory's underlying presuppositions: Individual and group behaviour are influenced more by social and psychological needs, such as a desire to feel like a part of a group, inclusion, and recognition, than by the physical conditions of the workplace. Employee morale is influenced more by social and psychological needs, such as a desire to belong, inclusion, and recognition, than by the physical conditions of the workplace. Authority structures free of autocracy are essential in every organisation, and they should be fostered and strengthened.

### **2.3.2.3 Criticisms of the Human Relations Theory**

While the human relations school had a significant impact on the development of organisational theory, it faced severe criticism from various quarters. Numerous experts asserted that the outcomes of studies guided by human relations theories have multiple inconsistencies. The following are the complaints levelled towards this method:

First, it was expected in most human relations research that achieving a high level of self-esteem/satisfaction would increase worker productivity. Such an argument has previously been debunked. In advanced and well-understood notion, productivity is dependent on the economy's capacity for use and technical progress.

Scientific management and conventional administrative philosophy, on the other hand, were both prescriptive in their approach. It is important to note that each of these procedures requires a separate therapy. Social relationships are an essential part of complex contemporary organisations, and they must be respected as an ethical framework in their whole, according to human relations theory.

As a final point, some of the human relations school's theories may not have been formally validated. As a result, it was impossible to conduct a scientific analysis of this data, since it was

either unavailable or ethical. Because they were based on human attitudes and behaviours, the claims made by these approaches could not be tested.

Fourthly, there was no check-up on fights within companies, nor was there an appreciation for the significance of external factors as explanations for discrete behaviour within organisations. According to Argyris, the mismatch between organisational competency and individual requirements may have created a place for conflict.

Fifthly, the human relations school completely ignored power dynamics within companies, even more so when that power came from outside the organisations.

Finally, the human relations school concentrated primarily on the behaviour of industrial organisations and industrial activities. Additionally, the blue-collar and low-level white-collar workers were required to remain attentive. At the same time, studies of non-industrial and public sector organisations are more of an exception than the rule. This prejudice severely limits the human relations school's claim to provide a general theory of organisations.

Three axes formed the basis of the criticism theory. The human relations school is commonly criticised for neglecting to take into account the likelihood of conflict between employees and management, and this criticism is well-founded. As a second example, the human relations school tended to underestimate the impact of the organization's formal structure on its employees. It has been suggested that the kind and sophistication of the technology utilised by an organisation contribute much more to the informal social structure and human interactions than the features that Mayo and his coworkers noticed.

#### **2.3.2.4 Application of the Human Relations Approach**

The theory proposes that management should consider employees as an integral part of their growth to perform better at the workplace. The theory helps us to understand that for employees to perform better, the organisation must satisfy their self-esteem and social needs; the organisation must always strive to ensure that more employees are involved in the day to day running of the organisation; their opinions must be sought before major decisions concerning them are taken.

#### **2.3.2 General Systems Theory**

Ludwig von Bertalanffy, a biologist, introduced this idea in 1968. The general system theory's foundations, development, and applications revealed the link between biological entities' parts and wholes<sup>119</sup>. However, in application to social sciences and organisational behaviour, the theory provides a broad analytical framework (perspective) through which an organisation may be regarded. However, the theory has been extended to psychology, history, and physiology for a long time.

Despite the growing acceptance of the theory across different fields, some researchers do not accept the theory and thus criticise the theory for various reasons. The criticisms (most of which are now out-of-date) are linked to violence, victimisation, and power; however, most of these criticisms emanated from an incomplete understanding of the theory.

This study rests on the systems approach because the approach recognises the importance of Employee involvement in promoting the effective functioning of the many components of an organisation<sup>120</sup>. The systems theory in employee involvement research identifies the following essential components: wholeness, hierarchy, and feedback. These components indicate how involvement leads to employee productivity. A concept in systems theory is known as

"Wholeness," which refers to the interconnectedness of all the components that make up a system. This demonstrates how important each system component is to the organisation's overall health.

Relationships within a system are organised according to hierarchical norms, according to the idea of an organisational structure<sup>123</sup>. It is thus necessary to develop subsystems for each of the primary systems to create a system that functions within a wider context. Using feedback, decision-makers may strategise to stay on top of problems and create connections with others in the organisation<sup>122</sup>. Fundamental interconnectedness and interdependence are at the heart of this idea, which is why communication audits are based on them as well<sup>123</sup>.

Each unit, segment, and department work to achieve a shared purpose in the organisation's hierarchical structure. The systems theory is thus excellent and relevant for this research. Based on the theory's propositions, scientists can assess whether or not more Employee involvement leads to better working conditions. According to this notion, workers also have an important role to perform. Consequently, every employee must do their part to ensure the success of the workplace, which includes improving the work processes.

### **2.3.3 Theory X and Y**

Mc Gregor's theory "Y" and Ouchi theory "Z" are the foundations of this research (1981)<sup>124,125</sup>. This study's goals are based on hypotheses. According to "Y" theory, workers have a built-in motivation to put out effort at work. They want to be in charge and can self-direction if management recognises that they are driven by self-satisfaction. As a result, the management's job is to get people to use their natural talents to help accomplish company goals. An important aspect of Theory Z emphasises Employee involvement in operational and firm decision-making.

This ensures that workers are motivated and rewarded for their efforts while ensuring smooth operations.

McGregor's thesis represents two extremes and is thus considered outdated in today's world. Even while low-wage or menial employment may indicate Theory X, motivated people will leave these jobs in favour of ones that fit Theory Y. For Maslow, the "inhumanity" of Theory Y to the weak and unable of high levels of self-motivation was an additional criticism. Lack of evidence suggests there is little evidence that needs structures are organised as Maslow predicted, that unfulfilled needs motivate, or that a fulfilled need drives migration to a new level of need.

Japanese management theory "Z" emphasises the importance of long-term employment, a strong feeling of belonging, and devotion to the goals and cultures of the organisation, all of which contribute to a strong sense of belonging, confidence, and loyalty among employees<sup>125</sup>. There is a high degree of mutual trust and loyalty between management and employees, no specialised career routes and lifelong job rotation as a fundamental aspect of professional growth, and a mandatory retirement age of fifty five for certain workers are among the other mentioned qualities.

Working groups, departments, and other organisational units need to work together to build informal relationships between managers and their subordinates under theory Z.

Secondly, is there a sense of mutual respect and trust between employees and their supervisors? Since consensus decision-making relies on faith in each participant's honesty, dedication to the organisation's aims, and the capacity of the workforce to function effectively with little oversight, it is predicated on this premise.

Information on operational aspects, environmental challenges, and other topics of importance to employees should be openly available to all employees to enable informed and intelligent contributions to the group's choices. Long-term staff retention will be achieved by a long-term employment strategy, paired with a well-defined career structure to strengthen employee loyalty to the company.

Employees are permitted to engage in management decision making via their representatives through consultation and representative involvement. It seems that the decision-making organs of the organisation necessitate that employees participate via their representatives. Employee participation and involvement in decision-making can be measured by looking at the level of decision-making, the degree of shared decision-making, and the formality or informality of the mechanisms in place<sup>102</sup>. Employee involvement and participation will also encourage employees to give their all to their jobs, resulting in improved productivity and output quality.

Employee participation programmes must be implemented successfully in any organisation if employees are involved in forming participation programmes to the greatest practical extent while constantly reassuring employees that the committees exist solely to address quality and productivity issues<sup>128</sup>. Mandatory bargaining elements, such as wages and working conditions, should not be discussed by unions and management. Once this is done, union-organized activities begin to occur in the workplace. Management should not set up participation committees before union-organized activities have begun to get the best possible results and output. Committees should be composed of unelected volunteers rather than elected employee representatives. These committees should be cycled often to encourage as many employees as possible. All F&B sector workers should have a voice in the decision-making process of the company they work for; the research based on this idea predicted that an increase in Employee

involvement would increase the quality and speed of employee output. In light of what has been said thus far, it should be evident that Employee involvement is critical to its overall health and success.

## **2.4 Empirical Review**

### **2.4.1: Employee Involvement does not Influence Task Completion in the F&B Industry in Lagos State.**

An investigation of the relationship between “employee decision-making and problem-solving and the perception of organisational performance” was conducted in Macedonia<sup>134</sup>. Employee involvement was also examined within the context of national culture at the same time. The findings were based on a survey of 36 Macedonian industrial companies. The idea was tested using a quantitative technique and statistical data analysis. The perception of organisational performance was found to be positively linked with effective Employee involvement. Managers' perceptions of organisational success are directly and statistically considerably influenced by Employee involvement, empowerment efforts, and self-managing teams. Employers should undertake Employee involvement programmes in order to increase their competitiveness on both the regional and global scales.

The National Root Crops Research Institutes in Umudike are doing research on the impact of employee participation in decision-making on workplace productivity. According to the findings, there is a positive correlation between employees' participation in decision-making and the pace of their work<sup>175</sup>.

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there is a positive correlation between employees' participation in decision-making and the pace of their work<sup>175</sup>.

Research was conducted to determine the association between task completion, job involvement, and work speed among education personnel. This study aims to investigate the effect of employee behaviour and organisational performance on employee job participation and productivity via good coordination and a pleasant ecological work environment. Personal questionnaires were provided to gather data using a random sample approach; 235 questionnaires were issued, and 205 were completed, resulting in a response rate of 91%. The study used statistical procedures using SPSS, and the statistical tools employed in research include reliability and correlation analysis, followed by hypothesis testing. The research discovered that Task completion and Job Involvement are strongly associated with employee work speed increment. The data is basic and was gathered in Pakistan's capital city of Lahore. The findings indicate that the independent factors and dependent variable have a substantial direct and positive connection<sup>180</sup>.

Employee involvement in decision-making is critical in businesses since it affects Job performance. In line with this, a study was conducted in Ghana to examine employee participation in decision-making and its influence on worker performance<sup>138</sup>. A simple random sample procedure was used to choose four (4) companies. They were divided into two (2) manufacturing groups and two (2) service organisations. A total of 500 respondents were chosen using the proportionate allocation method of the stratified sampling methodology. Self-administered questionnaires were used, as were face-to-face interviews. SPSS software was used to modify and analyse the data. The analysis included both descriptive and inferential statistics. The study discovered that including employees in decision-making positively affects their

dedication and performance. As a result, it was advised that management include employees in decision-making about issues affecting workers and organisations.

Another study was carried out to evaluate the relationship between Employee involvement in decision-making, motivation levels, and job completion in Ghana, with higher interest in Employee involvement and Job performance<sup>139</sup>. Extrinsic motivation, on the other hand, comes in the form of monetary rewards and other tangible benefits, according to the findings of the research. Worker participation in decision-making was the focus of this research, which sought to discover whether or not it improved workplace motivation and productivity. The study also looked at whether private and public bank employees had different motivations. Employees were then surveyed to find out which of the two motivators was more attractive to them. The research included both qualitative and quantitative methods. One human resources officer from each bank was interviewed, and survey data from bank workers who answered closed-ended and open-ended questions was also gathered. Both commercial and state bank staffs in Ghana's Greater Accra Region were surveyed. It was possible to retrieve 104 of the 120 completed survey forms, or around 86.7% of the total, for further investigation.

Statistics were used in both the descriptive and inferential aspects of the research projects in question. Bank workers are motivated when given the chance to participate in decision-making, according to the results. But the researchers found that this motivation was inadequate (weak positive correlation). Employees who are involved in decision-making are more satisfied with their jobs and less likely to exhibit authoritarian tendencies. Again, public bank employees are more motivated when decision-making than their private bank counterparts. While managers are more receptive to non-monetary rewards (particularly intrinsic motivation), non-managers are more receptive to monetary rewards (extrinsic motivation).

Financial perks are more important to bank workers than having a say in company policy. Seminars on various forms of pay should be given to inform staff. As a result, individuals are able to see other benefits of working, such as the personal fulfilment that comes from making decisions and being appreciated. The dynamics of employee motivation and its generalisation to all types of employees should be explored in future research by comparing organisations from various industries or sectors of the economy.

#### **2.4.2: Employee Involvement has no Impact on Employees' Impact on Work Improvement in the F&B Industry in Lagos State**

Employee engagement (EI) team projects were used in a study to analyse “the relationships between process type, operational performance, employee participation, and environmental performance<sup>139</sup>.” EI team initiatives' stated goals and outcomes are examined, along with the connections between them. Teams' operational goals and achievements are strongly linked to the favourable environmental effects of repeated manufacturing procedures, according to a research. According to this article, continuous improvement activities, such as EI team initiatives, may be a substantial source of environmental improvement since operational processes impact environmental performance. Environmental advantages may be gained by managers who are aware of the importance of environmental considerations in their operational improvement procedures. The potential for synergy between operational and environmental improvements has been questioned from the standpoint of theory development.

Similar research published in sage pub examined Employee Involvement (EI) in the context of participatory decision-making to determine its influence on job improvement<sup>140</sup>. Employees' attitudes and behaviours toward process improvement have been shown to be influenced by the

atmosphere of participation at the top and middle levels of an organisation, according to a theoretical model developed by the authors. With the use of data from an organisation that includes 11 districts and 88 units, the relationship between EI practises and individual work-related attitudes (n = 483) and involvement in the EI process was explored. Workers' attitudes and behaviours toward their jobs were shown to be positively impacted by district and unit participatory cultures, leading to their own initiative in process improvement.

Beyond the influence of Employee involvement on work improvement in small scale organisations, a study carried out in a fortune 500 business in the United States of America showed that Continuous Improvement (CI) efforts have been introduced in firms across the United States during the last few decades to enhance quality, decrease process variation, remove waste, and eventually reduce costs<sup>140</sup>. A Fortune 500 business adopted CI in its production plants around five years ago. The study thus found that Total Employee involvement is a crucial factor in CI's success and long-term sustainability at this organisation (TEI). CI team does not yet have a best practice for implementing TEI at its production facilities.

#### **2.4.3: Determine the Effect of Employee Involvement on Employee Work Speed in the F&B Industry in Lagos State**

A study examined employee motivation and competence for their effect on performance, work speed, and other service quality characteristics. The study engaged 120 University of Negeri Jakarta personnel included in this investigation. Structural Equation Model (SEM) and Lisrel analysis tool software were employed in this study. The research shows that three of the five hypotheses, namely, employee competence, employee motivation, and service quality, were

accepted. These three hypotheses directly impacted Job performance and work speed. However, it was shown that employee motivation could not influence work speed and employee savings<sup>141</sup>.

In another study, the researchers hold that human resources must operate quickly and precisely. They must take efficiency into account in all aspects of their job to boost production and work speed. The study aimed to examine Job Rotation's positive and negative effects on employee productivity and work speed and determine how job motivation influences them. The study found that employment rotation affects work speed and increase work productivity<sup>142</sup>.

A study establishes the effects of the remuneration system on the speed of work in public organizations concerned. There were 316 respondents taken from a target demographic of 1,500 teachers who participated in the Teachers Service Commission's survey. According to the Multiple Linear Regression model, employees who are very happy with their pay system perform more quickly than their counterparts who are not satisfied<sup>173</sup>.

A study of employee involvement in decision-making on employee work speed at the National Root Crops Research Institutes in Umudike. The finding indicates a favourable correlation between workers' engagement in decision-making and works speed<sup>175</sup>.

Talent management and employee engagement were studied for their impact on company success in Malaysia. As a proxy for work speed, the research examined the impact of talent management on organisational performance by applying strategic human resource practises and the mediating function of employee participation. 2013 saw an online vote of Fortune magazine's top 10 global multinational leaders. Strategic human resource management and organisational success, as well as employee participation and work speed, all show strong links to the

Management Development Index. When it comes to the relationship between strategic HR and operational success, the study suggests that engagement plays an important role<sup>179</sup>.

The research was conducted to determine the link between task completion, job involvement, and work speed among educators. This research aims to examine the effect of employee behaviour and organisational performance on employee job participation and productivity via good coordination and a pleasant ecological environment at work. Personal questionnaires were distributed to gather data using a random sample approach; 235 questionnaires were issued, and 205 were completed, yielding a response rate of 91 per cent. The study used statistical procedures using SPSS, and the statistical tools employed in research include reliability and correlation analysis, followed by hypothesis testing. The research discovered that Task completion and Job Involvement are substantially associated with employee work speed increase. The data is basic and was gathered in Pakistan's Punjab capital, Lahore. The findings indicate a substantial direct and positive link between the independent and dependent variables<sup>180</sup>.

#### **2.4.4: Employee Involvement has no Significant Influence on Work Quality Performed by Employees in the F&B industry in Lagos State**

To find out if employee engagement and learning in their organisations has an impact on the quality of work they do, researchers conducted a study. The study's primary objective is to explore the effects on work quality in the higher education sector of job involvement, organisational learning, and work environment. Data was gathered from 242 public university personnel in northern Malaysia via an online survey. There was a substantial correlation between higher work quality and greater staff involvement, according to the findings. Organizational commitment is also influenced by the workplace environment, according to the research. Finally,

this study's findings confirmed that employee production is significantly boosted by organisational learning. For higher education institutions, this study gives important insights and recommendations for the development of employee work quality by implementing effective human resource practises that might lead to increased organisational competitiveness and greater performance<sup>118</sup>.

Employee output and involvement in talent management were examined in a similar research project. A case study methodology based on a large number of real-world examples was employed in this study. The empirical data was gathered through unstructured interviews and observations. Using a communal approach to talent distinguishes Swedish organisations, according to a new research it is all about inclusiveness, democracy, a softer approach, and open communication when it comes to talent management in a group setting. Tension might be sparked by signs of division in the growth ambitions of several specialists. Research is needed to explore the impact of individual approaches to talent management on the link between job quality and employee involvement, according to the study<sup>204</sup>.

Researchers looked at how engaged employees are in their work and how well they are compensated at retail establishments. The goal of this research is to determine the level of employee participation and performance in a sample of retail businesses in Wobulenzi-Luweero City, Uganda. Using a purposive sample method, the researchers used a descriptive strategy to disseminate a questionnaire to 120 participants. Researchers found that retail workers in Wabulenzi-Luwero were highly engaged in their jobs, with a high level of job satisfaction. Furthermore, the findings showed that job assignment is critical for retaining and motivating people in order to help businesses remain viable and profitable. Employee participation and stress may be reduced by focusing on employees' work responsibilities, according to the study's

suggestions. Control systems that contain both financial and non-financial criteria must be developed to assess the long-term viability of businesses<sup>23</sup>.

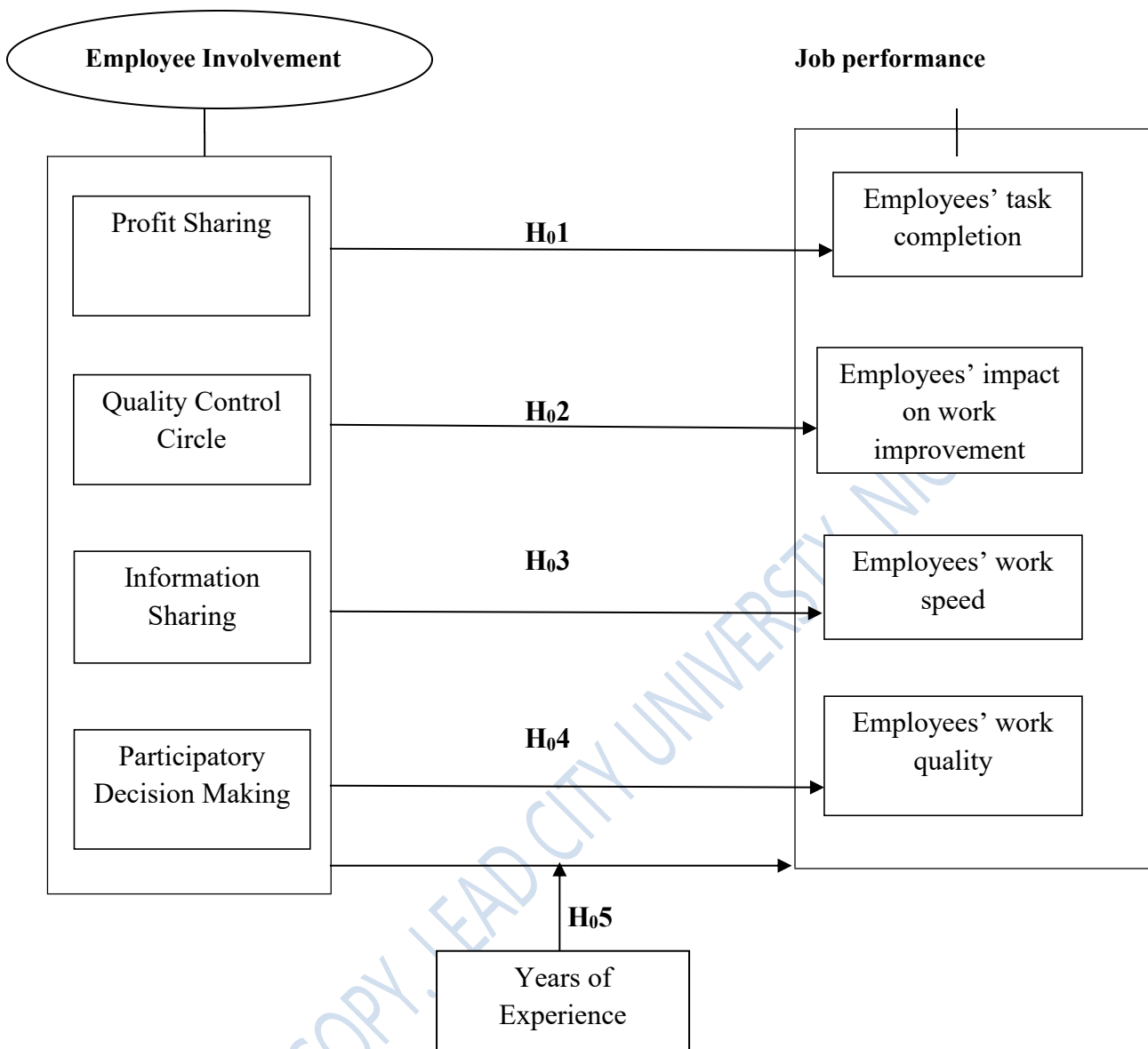
Organizational citizenship behaviour and Employee involvement were found to be linked in a research. Employee involvement and organisational citizenship behavior were shown to be linked to job attributes such as role clarity, material sufficiency, collaboration, job stability, fairness, and the perception of organisational support<sup>206</sup>.

## **2.5 Conceptual Framework**

The purpose of this study is to investigate the influence of Employee involvement on the performance of a sample of private universities in Oyo State. The two critical variables (independent and dependent variables) are critical to the study's emphasis. Employee involvement is the independent variable, whereas Organizational Performance is the dependent variable.

They are conceptually expressed as:





**Figure 2.2: Conceptual representation of independent and dependent variables**

**Source:** Researcher's Computation, 2021

## 2.6 Summary of Gaps in Literature Reviewed

From the literature reviewed, there appeared to be a shortage of studies done in the F&B industry in Nigeria regarding Employee involvement and Job performance. Most of the studies that have been conducted around it have been conducted in other countries such as Ethiopia, Uganda, Nepal and Kenya<sup>193,23,194,195</sup>. All of which reduces the study's applicability to the Nigerian

context. These studies were also conducted in different study locations such as Hotels, Education and the Public sector, with no study conducted in the F&B industry. This shows that “employee involvement” in the F&B industry is highly understudied worldwide, thus necessitating the current research.

In addition, the previous studies that examined Employee Involvement have concentrated extremely on participative management, democratic decision-making process and employee participation, to the neglect of other indicators of Employee involvement<sup>156, 160, 194, 195, 196</sup>. Having seen the gap, this study has decided to fill it by introducing other indicators of employee involvement, such as profit sharing, quality control circles, and information sharing. The extension of the employee involvement concept in the study allowed the study to present a holistic measurement of employee involvement.

Similarly, the study of Job performance has been conducted in numerous settings. An impressive number of studies have attempted to examine the interrelation between Job performance and employee involvement<sup>24, 159, 162, 165, 175, 177, 178, 179, 204</sup>. However, aside from being conducted in numerous settings that are inapplicable to the research context being examined in this research, the studies have treated Job performance in terms of productivity, morale, and customer satisfaction amongst others<sup>100, 173, 145, 159</sup>. On the other hand, some of these studies have treated Job performance as a lone variable with no indicator of measurement<sup>195, 196</sup>. All of these views of Job performance have limited the applicability of Job performance to the F&B industry; hence this study stands different by examining task completion, employee impact on work improvement, work quality, and work speed as the sub-variables of Job performance.

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## **Chapter Three Methodology**

This chapter was concerned with drawing out a paper strategy through which the researcher planned to gather data and to analyze it. It contains vital information about the study area, the population and the sampling method used. It also contains the statistical method used in data analysis.

### **3.1 Research Design**

A cross-sectional survey approach was used in this investigation. As the name suggests, a cross-sectional survey is used to gather data on one group of people to draw assumptions about the community at large. If one is looking for information on social phenomena like difficulties, circumstances and problems that are prominent in the society at a given moment in time<sup>1, 2</sup>, then survey research design is what is required. Employee participation and job performance was examined as part of the research. An online poll was used in this investigation because of its simplicity and wide scope. Self-administered interview guides and questionnaires was utilised in this study.

### **3.2 Population of the Study**

There are 375 companies in the F&B industry of Lagos State<sup>7</sup>. The companies cut across low scale, medium scale and large scale companies, with 120,000 employees across various occupations within the industry. By the scope of this study, 5 organisations have been purposively sampled on the ground of accessibility and familiarity with the researcher.

The following are the selected organisations and their staff size

**Table 3.1: Estimated Total Population of Selected F&B Companies in Lagos State**

S/N	Company	Designation	Population
1	Best Food Global	Small Scale	61
2	Delta-R	Small Scale	83
3	Sino Foods Nig. Ltd	Medium Scale	372
4	Nigerian Cereal Processing Co. Ltd	Medium Scale	650
5	Seven-Up Bottling Company	Large Scale	2,227
Total			3,393

Source: Directory.org.ng, 2021

### 3.3 Sample and Sampling Technique

The sampling technique employed for this study was multi stage sampling technique. To implement the multi stage sampling technique, first, study organisations were selected purposively on the basis of assessibility to the researcher, the sample universe was divided into 3 strata in line with the size of their organisation, which implies the use of stratified sampling. For the second stage of the sampling procedure, the researcher engaged quota sampling; to implement quota sampling, the respondents had to fill the various quota assigned to them in the sample size, this implies that, when a non response or invalid questionnaire was gotten from a particular stratum of the sample universe, the researcher replaces it with another respondent in other to ensure that each stratum meets their quota of the sample size (see table 3.2).

In this study, out of the population of 3,393 (Table 3.1), a sample of 358 respondents were selected based on the Taro Yamane formula. Questionnaire instruments were then distributed to

them using usingconvenient sampling to each study organization according to their percentages indicated in Table 3.2 below. In determining the sample size of the population for the study, Yamane"s5 formula as expressed by Israel6 was used thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size

N = Total Population

e = Level of significance (95%)

Therefore,

$$n = 3,393 / 1 + 3,393 (0.05)^2$$

$$= 3,393 / 1 + 3,393(0.0025)$$

$$= 3,393 / 1 + 8.4825$$

$$= 3,393 / 9.4825$$

$$= 358$$

**Table 3.2: Staff Population and Sample Size of Selected Companies**

S/N	Company	Designation	Population	Percentage	Sample Size
1	Best Food Global	Small Scale	61	1.7	6
2	DeltaR	Small Scale	83	2.4	10
3	Sino Foods Nig. Ltd	Medium Scale	372	10.9	39
4	Nigerian Cereal Processing Co. Ltd	Medium Scale	650	19.1	68
5	Seven-Up Bottling Company	Large Scale	2,227	65.6	235
Total			3,393	100	358

**Source:** Researcher's Survey, 2021

The table above shows the amount of respondents that were used to fill each quota of the sample size. To ensure that each organization and stratum is equally represented, the researcher obtained the staff strength of each of the sampled organization, after this, the staff strengths were summed

up to get the sample universe, and the percentage of each organization in the sample universe. As seen above, Best Food Global has a total of 61 employees in the 3,393 sample universe, this means they only have 1.7% of the entire study population, hence, they provided a 1.7% (6/358) of the 358 sample size .

Similarly, DeltaR with a staff strength of 83/3,393 sample universe, represents 2.4% of the sample population, provides 10 respondents (equivalent of 2.4%) in 358 respondents. The same procedure was applied to Seven-Up Bottling company with 65.6% (235/358) of the sample size, Nigerian Cereal processing and Sino Food Nig. Ltd

### **3.4 Instrument for Data Collection**

The instrument for this study was questionnaire. A closed-ended questionnaire was used to collect data for this study. The questionnaire is divided into nine sections (A to I). It is designed to extract information to analyse research questions and hypotheses. Section A of the questionnaire contains demographic characteristics such as gender, age, educational qualifications, job position and working experience. Sections B to I will be designed to elicit information based on the study's specific objectives. The questionnaire is closed-ended with 6-points Likert type scales rating of strongly agreed, agreed, partially agree, partially disagree, disagreed and strongly disagreed responses. The questionnaire was self-administered to the respondents.

### **3.5 Validity of the Research Instrument**

#### **3.5.1 Validity**

##### **Content Validity**

It was given to the researchers' supervisors, colleagues, and other professionals in the field to ensure the instrument's validity. This makes it possible to assess the instrument's success in

gathering the desired data. Instrumental changes were made based on the input from the supervisors, colleagues, and other researchers and academics, including deleting unclear items, spelling problems, and other typographical errors. My Supervisor also advised that each variable should have a separate section in the questionnaire and should not exceed five questions in number. My supervisor also advised on the use of construct validity to make the results of the research more scientific.

### **Construct Validity**

When researchers utilise insufficient definitions and assess variables based on those weak definitions, they face a danger to construct validity. In order to verify the construct's validity, confirmatory factor analysis was employed. Analysis of the structure of relationships between variables requires confirmation factor analysis. Because it reveals how many factors make up a concept and which variables go together, the confirmatory factor analysis was used for this study because of its suitability. Measures in each construct were also correlated with each other, allowing us to find patterns among them.

Using exploratory factor analysis, the construct validity of the questionnaire was determined (EFA). An instrument's validity may be assessed using the KMO measure of sample adequacy (KMO) and Bartlett's sphericity measure (BART) in exploratory factor analysis. The KMO sample adequacy and Bartlett's Sphericity tests will be used to determine if the statements that form each variable's research instruments truly measure what they are intended. If the KMO score is more than 0.5, the research questions are able to accurately analyse the variables. More over half of these variables are associated with each other, according to the Bartlett test of sphericity, which returned a score of 0.000.

A higher than 5% KMO score in this study is indicative of a more accurate assessment of each variable than would be expected, whereas the Bartlett test of sphericity shows a lower than 5% KMO score. In order to determine the Average Variance Extracted (AVE) and Composite Reliability values, a confirmatory component analysis utilising the Principal Components Method (PCM) was also carried out. AVE values greater than 0.5 were used as further evidence for the construct validity of all variables in the study instruments. Table 3.3 summarises the idea validity results. When researchers utilise insufficient definitions and assess variables based on those weak definitions, they face a danger to construct validity. In order to verify the construct's validity, confirmatory factor analysis was employed. Analysis of the structure of relationships between variables requires confirmation factor analysis. Because it reveals how many factors make up a concept and which variables go together, the confirmatory factor analysis was used for this study because of its suitability. Measures in each construct were also correlated with each other, allowing us to find patterns among them.

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**Table 3.3: Convergent Validity Results**

S/N	Variable	No of items	AVE	KMO Test	Bartlett's Test (Sig)
1	Employee involvement	5	0.815	0.615	631.532 (0.000)
2	Task completion	5	0.737	0.523	663.446(0.000)
3	Employee's impact on Work Improvement	5	0.635	0.824	463.231 (0.000)
4	Employee Work Speed	5	0.623	0.562	684.382 (0.000)
5	Employee Work Quality	5	0.782	0.561	484.468 (0.000)

Source: Field Pilot study (SPSS) computation, 2021

#### **Discriminant Validity**

According to discriminant validity, it is expected that items from different constructs should correlate more strongly among themselves than with other items from other conceptions that supposedly should not correlate. Q-sorting, the chi-square difference test, or the average variance extraction analysis may be used to test for discriminant validity. However, for the purpose of this study, Average Variance Extracted (AVE) would be used to test for discriminant validity.

**Table3.4: AVE Matrix**

	Employee involvement	Task Completion	Employee's impact on work improvement	Employee Work Speed	Employee Work Quality
Employee involvement	0,809				
Task Completion	,748**	0,912			
Employee's impact on work improvement	,689**	,642**	0,716		
Employee Work Speed	,941**	,745**	,619**	0,342	
Employee Work Quality	,541**	,616**	,507**	,243**	0,942

Source: Field Pilot study (SPSS) computation, 2021.

Using the "rule of thumb" that the positive square root of each latent variable's AVE should be greater than the greatest correlation with any other latent variable, the average variance retrieved is often used to measure discriminant validity. As a result, discriminant validity at the construct level is established.

To carry out the interpretation of AVE, the correlation coefficients of each construct must be compared to the AVE values generated. First and foremost, the matrix that shows the association between the various subvariables in the study. To compare the AVE with the other correlation coefficient, it is placed on the diagonal (table 3.4).

### 3.6 Reliability of the Research Instrument

The concept of dependability is predicated on the idea that what is being measured has some degree of regularity or standardisation and that methodologies must consistently capture what is being studied. A test procedure was utilised to ensure the instruments' dependability, and

research instruments were dependable because they were consistent and steady, and hence predictable and accurate. As a result, the Cronbach's alpha coefficient test was employed to determine the instruments' internal consistency and the coefficient alpha of the variables.

**Table 3.5: Cronbach's Alpha for Variables**

S/N	Variables	Factor Loading	Composite Reliability	AVE	Cronbach Alpha	No of Indicators
		> 0.8	> 0.7	>0.7	> 0.6	
i.	Employee involvement	0.8341	0.7312	0.815	0.832	4
ii.	Task completion	0.9124	0.8144	0.737	0.735	5
iii.	Employee Contribution to work improvement	0.9342	0.8563	0.635	0.625	5
iv.	Employee Work Quality	0.8421	0.7981	0.623	0.934	5
v.	Employee work speed	0.9231	0.8145	0.782	0.826	5
	Average values	mean 0.8892	0.6400	0.718	0.988	24

**Source:** Researcher's Survey, 2021

As seen in the table above, all constructs had values more than 0.70 and 0.80, indicating that the item needed factor loading, composite reliability, and Cronbach alpha reliability, respectively. The factor loadings for the construct-specific measures were between 0.8 and 0.9, but none of the AVE components had a loading value less than 0.5. In general, the instrument is deemed trustworthy and valid since all degree of fitness standards were completed adequately.

### 3.7 Pilot Study

Three F&B enterprises in Oyo State's capital, Ibadan, participated in a pilot research. Approximately 10% of the sample size, 35, was used in this experiment. Thirty respondents from three F&B firms in Oyo State (Sumal Foods Ltd. Pepsa Foods, Sweetco Foods) were given a questionnaire and an introduction letter outlining the purpose of the study. After compiling the data, a follow-up test on the sample size was undertaken two weeks later.

### **3.8 Administration of Research Instrument and Method of Data Collection**

The research instrument to gather information in this study was the questionnaire. The questionnaire is a set of well-arranged questions and was distributed to the respondents to communicate and record individual opinions on the subject matter. All questions were arranged in a closed-ended form in which options were provided through a six-point Likert scale. The questionnaire was administered to three hundred and fifty-eight respondents at the study areas within the Lagos State F&B Industry. This was achieved with the help of a research assistant.

The six-point Likert scale ranged from strongly agree to strongly disagree, with strongly agree assigned a score of 6, agree assigned a score of 5, partially agree assigned a score of 4, partially disagree assigned a score of 3, disagree assigned a score of 2, and strongly disagree assigned a score of 1. After then, respondents were asked to indicate their degree of agreement with questionnaire questions by simply marking their position on the Likert scale. The purpose of employing a six-point Likert scale is to eliminate measuring mistakes associated with binary answers such as Yes or No.

The questionnaire was split into five parts, each of which measured a different characteristic. Section A of the questionnaire gathered information on the respondents' sociodemographic characteristics, including their gender, age, degree of education, level of experience, and organisational affiliation.

Furthermore, the section B of the questionnaire collected data as regarding the independent variable. The section measured the level of Employee involvement in the organization by checking for the presence of four variables (profit sharing, quality control circles, information sharing, and participative decision making). The indicators were adapted from recent studies that were conducted<sup>8,9,10</sup> on the topic and were suited to fit the research context.

In addition, the section C of the questionnaire was used to test for task completion. The measurement of the variable engaged indicators such as timeliness, work communication, task responsibility, creativity and completion rate as found in different studies as the indicators of task completion in the study<sup>11,12</sup>.

Moreover, the section D of the questionnaire also collected data as regarding employees' contribution to work improvement. The subvariable was tested using 5 different items which covers inventiveness, resourcefulness, and ability to bring ideas from previous experience to the workplace. The items were adapted from previous studies that have been conducted on the topic<sup>13</sup>.

The sections E and F of the questionnaire also tested item related to work quality and work speed. Both subvariables are under the dependent variable of Job performance. Both sections were also tested using the 6 point likert scales. However, work quality was tested with items bothering around task independence, team effectiveness, task accuracy and influence. The items were adopted from previous studies that have examined the same topic and suited to the context of the research<sup>14</sup>.

### **3.9 Method of Data Analysis**

The method of analyses in this study will be done using both descriptive (simple percentages, frequency of respondents, mean and standard deviations) and inferential statistics. Hypotheses one to four were tested using multiple regression, while hypothesis five was tested using hierarchical multiple regression analysis. Relationship would be found significant when P-Value is less than 0.05.

**Table 3.6: Data Analysis Matrix**

Items	Hypotheses	Type of Analysis
1	Employee involvement does not influence task completion in the F&B industry in Lagos State	Multiple Regression
2	Employee involvement has no impact on employees' impact on work improvement in the F&B Industry in Lagos State	Multiple Regression
3	Employee involvement has no significant effect on Employee work speed in the F&B Industry in Lagos State	Multiple Regression
4	Employee involvement has no significant influence on work quality performed by employees in the F&B industry in Lagos State	Multiple Regression
5	Years of experience do not moderate the influence of Employee involvement on Job performance in the F&B Industry in Lagos State	Hierarchical Regression

**Source:** Researcher's Computation, 2021

## Endnotes

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## **Chapter Four**

### **Results and Discussion of Findings**

This section presents the data from the field, its analysis and the discussions of findings. The questionnaire was distributed via an online poll, to each of the stratum of the study universe to fill of their quota of the sample size. The researcher regularly audited the survey responses to ensure that each case was valid for analysis, when a case is invalid, the researcher deleted the case from the backend immediately, but still ensured that each stratum filled its quota. The demographic statistics were analysed by scoring the 6-point Likert type scale in terms of the weight attached to each response, the results of the scoring were then converted into continuous data and was used in categorizing the respondents into different categories. The continuous data from the study was also used to carry out multiple regression analysis in hypotheses one to four, while hierarchical regression analysis was done for hypothesis 5.

Finally, the researcher then added the scores from all of the four indicators of Job performance together to create the dependent variable Job performance, which was used for the moderation analysis in hypothesis five. Findings from the study are discussed at the end of the data presentation and analysis in line with previous findings from the literature.

## 4.1 Descriptive Statistics and Data Presentation

### 4.1.1 Socio-Demographic Distribution of the Respondents

**Table 4.1: Distribution of Respondents by Gender**

	<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Valid	Male	197	54.9
	Female	162	45.1
	Total	359	100.0

Source: Researcher's Survey 2021-2022

The table above presents the respondents' distribution by their gender. As seen in the table above, 54.9% of the respondents are male, while 45.1% are female. The distribution shows a fair distribution of the respondents across both gender lines. The results then imply that 3 out of every 5 of the respondent are males.

**Table 4.2: Distribution of Respondents by their Level of Education**

	<b>Level of Education</b>	<b>Frequency</b>	<b>Percent</b>
Valid	Primary Education	32	8.9
	Secondary Education	108	30.1
	Tertiary Education	219	61.0
	Total	359	100.0

Source: Researcher's Survey 2021-2022

Table 4.2 above shows the distribution of the respondents by their level of education. It can be deduced that the F&B industry enjoys a high-level workforce, with as much as 6 out of every 10 of the respondents achieving tertiary education. In contrast, 3 have achieved secondary education,

and the remaining 2 have only attended primary education. The high level of education shows that the respondents must have adequately understood the instrument and have filled them accordingly, thereby increasing the trust the scientific community can have in the survey.

**Table 4.3: Distribution of Respondents following their Age Categories**

	<b>Age</b>	<b>Frequency</b>	<b>Percent</b>
Valid	Less than 30	157	43.7
	31-40	144	40.1
	41-50	50	13.9
	51 and Above	8	2.2
	Total	359	100.0

Source: Researcher's Survey 2021-2022

The researcher must reveal that the data as to the respondent's age was collected as continuous data. In essence, respondents were asked to fill their ages at their last birthdays. However, the table shows that majority of the respondents are within their economic ages as more than 80% of the respondents reported that they are less than 40 years old. This survey thus lends credence to the popular conception that Nigeria has a young population, with the majority of them within their active economic ages.

As seen on the table, 43.7% of the respondents reported that they are less than 30 years old, while another 40% reported that they are within the ages 31-40 years old. Notwithstanding, only 13.9% of the respondents reported that they are within the ages 41-50 years and 2.2% of the respondents reported that they are above 51.

In addition to the preceding, the continuous data collected shows that the minimum age reported is the age of 22, while 58 is the maximum age reported. The continuous data also show a mean

age of 32.34 and a standard deviation of 7.658, which implies that most respondents are not far away from the average age of 32.34.

**Table 4.4: Distribution of Respondents in Accordance to Years of Experience**

	<b>Years of Experience</b>	<b>Frequency</b>	<b>Percent</b>
Valid	New Staff (0-5 Years)	120	33.4
	Mid Long Service Staff (6-10 Years)	157	43.7
	Long Service Staff (11-15 Years)	66	18.4
	Life-Long Service Staff (More than 15 Years)	16	4.5
	Total	359	100.0

Source: Researcher's Survey 2021-2022

The figure above shows respondents' distribution according to their years of experience with the firm. It is noteworthy that the level of experience was proxied by the number of years that the employee has spent with the company they are working with currently. This was done because of the possibility of employees who have crossed from other industries to the industry.

It is also noteworthy that the employee years of experience were collected as continuous data. Employees were merely asked to report the number of years they have spent with the company on their last anniversary. The data collected were then grouped into four categories, with employees who have spent between 0-5 years categorised as new employees, while 6-10 years were categorised as Mid-Long Service staff. However, employees who have spent between 11-15 years have been called Long Service staff, while employees who have spent more than that are categorised as Life-Long service.

In addition, the data collected shows that the minimum year of service is 2, while the highest years of service is 26. The average years of service are 7.95, with a standard deviation of 4.225, which shows an impressive orientation towards the average. Also, the figure shows that people in their mid-long service (6-10 years) are the most represented. They also contain an impressive number of new staff, with 33.4% of the respondents reporting that they have spent between 0-5 years in the industry.

#### **4.1.2 Presentation of Research Questions**

This section of the analysis presents the data on the level of employee involvement. As stated earlier in the methodology section of the work, the researcher developed a scale to help collect self-reported data regarding employee involvement in the understudied organisation. The data was manipulated in SPSS to allow the researcher to collect each respondent's score, thus meaning that a higher score on the scale shows that the employee feels a higher level of involvement than other employees who have a lower score.

For ease of discussion, however, the researcher categorised the scores into 3 categories, as people who score between 0 and 10 on the 6 points Likert type scale being regarded as having a low level of involvement, while individuals who scored between 11 and 20 on the scale are categorised as mid-level of employee involvement. Finally, those who scored more than 20 are regarded as employees who enjoy a high level of employee involvement in their organisation.

Research Question One: How Does Employee Involvement Influence Task Completion in the F&B Industry in Lagos State?

**Table 4.5: Levels of Employee Involvement**

	<b>Level of Employee involvement</b>	<b>Frequency</b>	<b>Percent</b>
Valid	Mid Level of Engagement	240	66.9
	High Level of Employee Engagement	119	33.1
	Total	359	100.0

Source: Researcher's Survey 2021-2022

To properly ascertain the level of employee involvement within the understudied companies in the F&B industry, the researcher developed a 6 point Linkert scale with 4 different indicators of employee involvement. The indicators include information sharing, participative decision making, quality control groups and profit-sharing; the respondents were then asked to rate how much they feel their organisation has this indicator on a 6-point Likert scale, with 6 meaning high presence and 1 meaning low presence.

During analysis, the score of each indicator was collected and it became apparent that more than any indicator of employee involvement, information sharing is the most present and most popular employee involvement practice, while profit sharing is the least employee involvement practice.

In addition to the foregoing, figure 4.2 above shows that a low level of employee involvement is non-existent, as employees feel involved at a fair and reasonable decision-making level within the organisation. This, in essence shows that the F&B industry employees enjoy a reasonable amount of employee involvement, with 33.1% of the respondents falling into the mid-level category, which implies that they enjoy a fair amount of employee involvement, while an overwhelming 67% respondent falls into high-level employee involvement.

However, for a deeper inquiry into the nature of the data, the levels of employee involvement were cross tabulated with the different organisations to discover where employees feel the most level of employee involvement.

**Table 4.6: Level of Employee Involvement by the Various Organisations**

Organisation			Categories of Employee involvement		Total
			Mid Level of Engagement	High Level of Employee Engagement	
Best Food Global	Count		3	3	6
	% within Orgaanization		50.0%	50.0%	100.0%
Delta-R	Count		7	4	11
	% within Orgaanization		63.6%	36.4%	100.0%
Sino Food Nig. Ltd	Count		29	11	40
	% within Orgaanization		72.5%	27.5%	100.0%
Nig. Cereal Processing	Count		41	30	71
	% within Orgaanization		57.7%	42.3%	100.0%
Seven-Up Bottling Co	Count		160	71	231
	% within Orgaanization		69.3%	30.7%	100.0%
Total	Count		240	119	359
	% within Orgaanization		66.9%	33.1%	100.0%

Source: Researcher's Survey 2021-2022

As part of inquiries into the nature of the data, the researcher tried to examine the distribution of employee involvement according to the organisation they work for. It is worth a recall that Best Food Global and Delta R were regarded as small-scale enterprises, while Sino Food Nig. Ltd and Nigeria Cereal Processing Ltd were regarded as medium-scale enterprises, and Seven-Up Bottling Co was regarded as a large-scale enterprise.

However, the data shows that employees in Small Scale Enterprises feel more employee involvement than employees in Medium and Large Scale Enterprises. It is also noteworthy that employees at the Large Scale enterprise feel the minor level of employee involvement, with more of their employees reporting lower scores than the rest.

### **Level of Task Completion**

Just like employee involvement, task completion was measured using five different indicators on a 6-point Likert scale. Specifically, respondents were asked to rate their speed of work completion, commitment to the task, task communication, creativity, and self-motivation as the indicators of work performance. As treated earlier, the scales were scored, and high scoring (20-30) employees were categorized as “High task completion rate” while average (11-19) employees were categorized as mid-level task completers, and employees who scored less than 10 were categorized as low task completers.

However, the researcher examined the nature of the data by first finding out the best indicator of task completion. The data, however, shows that task communication is the best indicator of job performance as many of the employees rated themselves high on task communication. At the same time, self-motivation is the most minor indicator of task completion, with a mean score of 3.51.

**Table 4.7: Level of Task Completion in the F&B Industry**

	<b>Task Completion Rate</b>	<b>Frequency</b>	<b>Percent</b>
Valid	Low Task Completion	10	2.8

rate		
Mid-Level Task completion rate	232	64.6
Star Completion rate	117	32.6
Total	359	100.0

Source: Researcher's Survey 2021-2022

Respondents following analysis were grouped into three levels of performance according to their task completion scale score. As seen above, over 64% of the F&B industry employees can be said to have achieved low task completion in their respective organisations. In comparison, 32.6% of the employees are star completion rate.

In addition to the general distribution of level of task completion, the researcher attempted to see the organisation that enjoys high task completion rate across the study area.

**Table 4.8: Crosstabulation of Organisation and Categories of Task Completion**

<b>Organisation * Categories of Task completion Crosstabulation</b>				
	Categories of Task completion			Total
	Low Task	Mid Level	Star Task	

			Performer	Completer	completer	
Organisat ion	Best Food Global	Count	0	3	3	6
		% within Organisation	0.0%	50.0%	50.0%	100.0 %
	Delta-R	Count	0	6	5	11
		% within Orgaanization	0.0%	54.5%	45.5%	100.0 %
	Sino Food Nig. Ltd	Count	1	29	10	40
		% within Orgaanization	2.5%	72.5%	25.0%	100.0 %
	Nig. Cereal Processing	Count	2	40	29	71
		% within Orgaanization	2.8%	56.3%	40.8%	100.0 %
	Seven-Up Bottling Co	Count	7	154	70	231
		% within Orgaanization	3.0%	66.7%	30.3%	100.0 %
Total		Count	10	232	117	359
		% within Orgaanization	2.8%	64.6%	32.6%	100.0 %

Source: Researcher's Survey 2021-2022

This table shows the crosstabulation of the organisation and the categories of task completion within the organisation. The table shows that small-scale companies have more than 45% of their employees as star complters, while medium and large-scale companies have lower levels of star performers. Infact, Sino Food Nigeria, seem to suffer from having the least percentage of top task completers in their organisation, with only 10% of their employees reporting themselves to be top completers, while Seven-Up Bottling Company follows them, as only 3 in every 10 of their employees were found to be stars, as against 5 in every 10 employees at Best Food Global, a small scale organisation in the survey.

A further inquiry into the nature of the data would also show the distribution of the performers in accordance to their years of experience across the various categories of experience.

**Table 4.9: Crosstabulation of Level of Performance in Accordance to the Years of Experience**

**Years of Experience \* Categories of Task completion Crosstabulation**

			Categories of Task completion			Total
			Low Performer	Mid Level Performer	Star Performer	
Years of Experience	New Staff	Count	4	71	45	120
		% within Years of Experience	3.3%	59.2%	37.5%	100.0%
	Mid Long Service Staff	Count	3	107	47	157
		% within Years of Experience	1.9%	68.2%	29.9%	100.0%
	Long Service Staff	Count	2	42	22	66
		% within Years of Experience	3.0%	63.6%	33.3%	100.0%
	Life-Long Service Staff	Count	1	12	3	16
		% within Years of Experience	6.3%	75.0%	18.8%	100.0%
Total		Count	10	232	117	359
		% within Years of Experience	2.8%	64.6%	32.6%	100.0%

Source: Researcher's Survey 2021-2022

As explained earlier, the years of experience of the employees were grouped into 4 categories. However, the table above shows that early career employees and new staffs seem to have the highest amount of top performers, with 37.5% of new staffs reported to be top performers. However, long service staffs who have spent more than 15 years at the firm which they work seem to have the least amount of star performers, with only 18% of the employees in this categories reporting to be star performers.

The data also shows that employees may rise and fall in line with their length of service at the organisation. As a new staff (0-5 Years of service), they tend to perform at top tier, however, their performance may dwindle, when they begin to approach mid- long service (6-10 Years).

They may then become better, as they approach long service (11-15 years) and dwindle, after 15 years of service. This may be due to the recognition and promotion they enjoy when they begin to spend more than 10 years in service. While their lower performance after 15 years of service may be a result of old age and retirement preparations, which would divide their attention at work.

**Research Question Two: What Effect Does Employee Involvement Have on Work Improvement in the F&B Industry in Lagos State?**

Employee impact on work improvement was also a measured variable of Job performance in the study. Putting in specifics, the level of employee impact on work improvement was measured using five different indicators on a 6-point Likert scale. Specifically, respondents were asked to rate their creativity, task communication, ability to adapt bring innovations from the competition, ability to use their experience from the previous work as the indicators of work speed. As explained earlier, the scales were scored and high scoring (20-30) employees were categorized as “High Impact Employees” while average (11-19) employees were categorized as Mid Impact Employees, and employees who scored less than 10 were categorized as low Impact employees.

**Table 4.10: Categories of Employee Impact on work improvement**

		Frequency	Percent
Valid	Mid Impact Employees	262	73.0
	High Impact Employee	97	27.0
	Total	359	100.0

Source: Researcher’s Survey 2021-2022

The table above shows the two types of employees in the F&B industry in terms of the employee’s contribution to work improvement. As seen on the table, 73% of the employees are mid-impact employees while 27% of the employees make a high impact. However, it is noteworthy that the entire industry enjoys a high employee impact on work improvement. This

shows that employees properly contribute to the growth of their organisation and the improvement of the work processes in their organisation by not only coming up with new ways but by also learning from competitors and bringing work processes from their previous companies.

Putting this data into perspective, it is important that the researcher checks the type of organisation that enjoy the highest impact from employees, as well as the type of employees that are most likely to make the most impact on employees.

**Table 4.11: Employee Contribution in Terms of Organisation Affiliations**

			Categories of Employee Contribution		Total
			Mid Impact	High Impact	
Orgaani zation	Best Food Global	Count	1	5	6
		% within Orgaanization	16.7%	83.3%	100.0%
	Delta-R	Count	7	4	11
		% within Orgaanization	63.6%	36.4%	100.0%
	Sino Food Nig. Ltd	Count	33	7	40
		% within Orgaanization	82.5%	17.5%	100.0%
	Nig. Cereal Processing	Count	41	30	71
		% within Orgaanization	57.7%	42.3%	100.0%
	Seven-Up Bottling Co	Count	180	51	231
		% within Orgaanization	77.9%	22.1%	100.0%
Total		Count	262	97	359
		% within Orgaanization	73.0%	27.0%	100.0%

Source: Researcher's Survey 2021-2022

The data above shows the organisations that enjoy the highest level of employee impact in the industry. Once again, the data reveals that employees who work for small scale organisations tend to make the most impact on work improvement. As seen on the data, Best Food Global (a small scale firm) sees that about 83.5% of their employees make high impact contributions to the

work process improvements in their organisation. In addition, Delta-R also enjoys an impressive level of employee contribution to work process improvement at 36.4%. This is against the 22.1% of the employees at Seven-Up Bottling Company who are high level.

Further inquiries into the data would reflect the distribution of the employees' impact on work improvement in terms of their years of experience.

**Table 4.12: Years of Experience and Level of Employees' Impact on Work Process Improvement**

Years of Experience * Categories of Employee Contribution Crosstabulation				
Count		Categories of Employee Contribution		Total
		Mid Contributor	Star Employee	
Years of Experience	New Staff	83	37	120
	Mid Long Service Staff	120	37	157
	Long Service Staff	48	18	66
	Life-Long Service Staff	11	5	16
Total		262	97	359

Source: Researcher's Survey 2021-2022

The data above shows the years of experience and the level of impact of employees in each category. As seen on the chart, employees who have spent more than 15 years of service in the organisation usually make the most impact on work process improvement. This implies that employees in this class of experience try the most at improving work processes at the work place, while employees between 6-10 years of service do the least. This may be due to the fact that employees who have spent more than 15 years of work have assumed the role of mentor in the organisation, hence their willingness to go overboard and help the organisation improve their work.

### **Research Question Three: What is the Impact of Employee Involvement On Employee Work Speed in the F&B Industry in Lagos State?**

Just like the previously stated variables, the level of employee work speed was measured using five different indicators on a 6-point Likert scale. Specifically, respondents were asked to rate their task completion rate, punctuality, personal deadlines as the indicators of work speed. As explained earlier, the scales were scored and high scoring (20-30) employees were categorized as “Low Speed” while average (11-19) employees were categorized as Mid Speed and employees who scored less than 10 were categorized as low Speed.

An enquiry into the data shows that, early closure seems to be the greatest indicator of work speed, with a mean score of 4.52, while task completion is the least with a mean score of 3.8.

**Table 4.13: Distribution of Employee Work Speed**

	<b>Work speed</b>	<b>Frequency</b>	<b>Percent</b>
Valid	Low Speed	4	1.1
	Mid Speed	112	31.2
	High Speed	243	67.7
	Total	359	100.0

Source: Researcher’s Survey 2021-2022

The data above shows the distribution of the respondents in accordance with their level of speed on the self-reported scale of 5 items. The scales were scored and the respondents were categorized into 3 sets. As seen on the pie chart, the F&B industry of Lagos State enjoys high speed amongst its employees. This is not unexpected given that the industry produces Fast Moving Consumer Goods, which requires fast production and sales putting the employees on their toes to work fast and produce as fast as possible. Moreover, slow working employees are

almost non-existent in the industry because of its little tolerance for slowness in their fast paced industry.

**Table 4.14: Work Speed in Terms of Organisational Affiliations**

			Categories of Work Speed			Total
			Low Speed	Mid Speed	High Speed	
Orgaanization	Best Food Global	Count	0	3	3	6
		% within Orgaanization	0.0%	50.0%	50.0%	100.0%
	Delta-R	Count	0	3	8	11
		% within Orgaanization	0.0%	27.3%	72.7%	100.0%
	Sino Food Nig. Ltd	Count	0	12	28	40
		% within Orgaanization	0.0%	30.0%	70.0%	100.0%
	Nig. Cereal Processing	Count	0	25	46	71
		% within Orgaanization	0.0%	35.2%	64.8%	100.0%
	Seven-Up Bottling Co	Count	4	69	158	231
		% within Orgaanization	1.7%	29.9%	68.4%	100.0%
	Total	Count	4	112	243	359
		% within Orgaanization	1.1%	31.2%	67.7%	100.0%

Source: Researcher's Survey 2021-2022

The survey result above shows the work speed in different organisations. As seen above, all the organisations understudied enjoy high-level work speed most likely because of the nature of their industry being fast speed. However, the chart shows that only the large scale organisation that was studied had employees who work slowly. This may be due to the employee diversity in the organisation, as employees in different occupations can be found in the organisation and not all employees are subjected to the fast paced wave in the industry due to their occupation.

**Research Question Four: What is the Effect of Employee Involvement on the the Quality of Work in F&B Industries in Lagos State?**

The level of work quality was measured using five different indicators on a 6-point Likert scale. Specifically, respondents were asked to rate their work independence, team contribution, task accuracy, recognition, and resourcefulness as the indicators of work quality. As explained earlier, the scales were scored and high scoring (20-30) employees were categorized as “High Quality” while average (11-19) employees were categorized as Mid Quality and employees who scored less than 10 were categorized as low Quality.

An enquiry into the data shows that, task accuracy of the employees seems to be the greatest indicator of task completion, with a mean score of 4.29, while task independence is the least with a mean score of 3.63.

**Table 4.15: Levels of Employee Work Quality**

	Level	Frequency	Percent
Valid	Mid Quality	230	64.1
	High Quality	129	35.9
	Total	359	100.0

Source: Researcher’s Survey 2021-2022

The table above shows the employee work quality of the organisations in the study area. As revealed in the table above, the entire industry seems to enjoy high level employee work quality as none of the employees scored low on the scale. However, 64.1% of the employees churn out mid-level work, while 35.9% of the employees churn out high level work. In accordance to their score of the self-report measurement.

**Table 4.16: Employee Work Quality and Organisational Affiliations**

	Work Quality Categories	Total
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			Mid Quality	High Quality	
Orgaanizati on	Best Food Global	Count	0	6	6
		% within Orgaanization	0.0%	100.0%	100.0 %
		Delta-R	Count	6	5
		% within Orgaanization	54.5%	45.5%	100.0 %
	Sino Food Nig. Ltd	Count	30	10	40
		% within Orgaanization	75.0%	25.0%	100.0 %
		Nig. Cereal Processing	Count	36	35
		% within Orgaanization	50.7%	49.3%	100.0 %
	Seven-Up Bottling Co	Count	158	73	231
		% within Orgaanization	68.4%	31.6%	100.0 %
Total		Count	230	129	359
		% within Orgaanization	64.1%	35.9%	100.0 %

Source: Researcher's Survey 2021-2022

The table above shows the employee work quality and organisational affiliations of the employee. As it can be seen above, most of the employees in small scale employees churn out High work quality, as against large and medium scales organisation where most of the employee churn out mid quality work. This data implies that the small nature of the work organisation at small scale organisation makes it extremely possible for employees to produce the highest quality of work ethics possible. This is not enjoyed in larger organisations where the quality of work may be more difficult to monitor due to the large size and the difficulties associated to managing employees in Large Scale Organisations.

#### 4.2 Test of Hypotheses and Inferential Statistics

For the purpose of this study, the researcher raised five hypotheses that would be tested with different statistical techniques to understand the relationship between the variables and how they affect each other. Each hypothesis would be tested using chi-square, correlation and regression

analysis. The essence of this exercise is to get indepth understanding of the different variables and how they affect each other. Thus, it is noteworthy that all hypotheses are presented in the null hypothesis which would therefore be rejected if P-Value is greater than 0.05.

**Hypothesis One: Employee Involvement does not Influence Task Completion in the F&B industry in Lagos State**

**Table 4.17: Model Summary for Hypothesis One**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.414 <sup>a</sup>	.172	.160	.47243

a. Predictors: (Constant), Profit Sharing, Information Sharing, Participative Decision Making, Internal Communication, Quality Control Circles

**Table 4.18: Anova Output for Hypothesis One**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.322	5	3.264	14.626	.000 <sup>b</sup>
	Residual	78.787	353	.223		
	Total	95.109	358			

a. Dependent Variable: Categories of Task completion

b. Predictors: (Constant), Profit Sharing, Information Sharing, Participative Decision Making, Quality Control Circles

Source: Researcher’s Survey 2021-2022

**Table 4.19: Multiple Regression Output for Hypothesis One**

Coefficients <sup>a</sup>				
Model	Unstandardized Coefficients	Standardized Coefficient	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	2.159	.133		16.264	.000
	Participative Decision Making	.031	.018	.103	1.677	.004
	Quality Control Circles	.035	.020	.104	1.713	.008
	Information Sharing	.069	.019	.201	3.596	.000
	Profit Sharing	.076	.017	-.235	-4.507	.000

a. Dependent Variable: Categories of Task completion

Source: Researcher's Survey 2021-2022

The regression results produced above result from the hypothesis stated to examine the influence of Employee involvement on task completion in the F&B industry. As seen on the model summary table, the adjusted R-Square shows that 16% of the variance in the dependent variable (task completion) is explained by the predictor variables profit sharing, information sharing, participative decision making, Quality Control Circle (Employee involvement); this shows that the model is fit for interpretation.

Furthermore, the ANOVA table shows that the significance level at 95% is lesser than 0.05, which informs us that there is a relationship between Employee involvement and task completion. In essence, Employee involvement influences task completion in the survey. This implies that Employee involvement in an organisation can influence task completion in the organisation.

Finally, the co-efficient table shows that on a 95% level of significance shows us that all the predictor variables are statistically significant in the model. Hence, a unit increase in participative decision making within the organization would lead a 0.31 increase in task completion. On the other hand, an increase in quality control circles, information and profit sharing within the organization would lead to 0.35, 0.69 and 0.76 increases (respectively) in task

completion within the organization. The null hypothesis is rejected, and the alternate hypothesis is accepted.

**Hypothesis Two: Employee Involvement has no Impact on Employees' Impact on Work Improvement in the F&B Industry in Lagos State**

**Table 4.20: Model Summary for Hypothesis Two**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.643 <sup>a</sup>	.414	.406	.34280

**a. Predictors: (Constant), Profit Sharing, Information Sharing, Participative Decision Making, Quality Control Circles**

**Table 4.21: Anova Output for Hypothesis Two**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.311	5	5.862	49.887	.000 <sup>b</sup>
	Residual	41.480	353	.118		
	Total	70.791	358			

a. Dependent Variable: Categories of Employee Impact on Work Improvement

**b. Predictors: (Constant), Profit Sharing, Information Sharing, Participative Decision Making, Quality Control Circles**

Source: Researcher's Survey 2021-2022

**Table 4.22: Multiple Regression Output for Hypothesis Two**

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients	Standardized	t	Sig.
			ed		

		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	1.328	.096		13.784	.000
	Participative Decision Making	.059	.013	.227	4.419	.000
	Quality Control Circles	.048	.015	.167	3.270	.001
	Information Sharing	.095	.014	.322	6.863	.000
	Profit Sharing	.032	.012	-.115	-2.629	.009

a. Dependent Variable: Categories of Employee Impact on work improvement

Source: Researcher's Survey 2021-2022

The regression results produced above result from the hypothesis stated to examine the influence of employee involvement on employee impact on work process improvement in the F&B industry. As seen on the model summary table, the R score of 0.64 denotes the presence of a positive moderate correlation between employee involvement (in all its dimensions) and employee impact on work improvement. This implies that an increase in employee involvement leads to a corresponding increase in the contribution of the employee to work process improvement (and vice versa).

In the same vein, the adjusted R-Square shows that 40% of the variance in the dependent variable (employee impact on work process improvement) is explained by the predictor variables (Employee involvement); this shows that the model is fit for interpretation.

Furthermore, the ANOVA table shows that the significance level at 95% is lesser than 0.05, which informs us that there is a relationship between employee involvement and employee's contribution to work process improvement. In essence, employee involvement influences task completion in the survey. This implies that employee involvement in an organisation can influence employees' contribution to work process improvement.

Finally, the coefficient table shows that all the predictor variables are statistically significant and they can predict employee impact on task completion individually. In essence, a unit increase in participative decision making, quality control circles, information sharing and profit-sharing would lead to a corresponding increase by 0.59, 0.48, 0.95 and 0.32 unit's improvement in employee impact on work process improvement. The null hypothesis is rejected, and the alternate hypothesis is accepted.

**Hypothesis Three: Employee Involvement has no Significant Effect on Employee Work Speed in the F&B Industry in Lagos State**

**Table 4.23: Model Summary for Hypothesis Three**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.270 <sup>a</sup>	.073	.060	.48046

a. Predictors: (Constant), Profit Sharing, Information Sharing, Participative Decision Making, Quality Control Circles

Source: Researcher's Survey 2021-2022

**Table 4.24: Anova Output for Hypothesis Three**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.401	5	1.280	5.546	.000 <sup>b</sup>
	Residual	81.488	353	.231		
	Total	87.889	358			

a. Dependent Variable: Categories of Work Speed

b. Predictors: (Constant), Profit Sharing, Information Sharing, Participative Decision Making, Quality Control Circles

**Table 4.25: Multiple Regression Output for Hypothesis Three**

Coefficients <sup>a</sup>					
Model		Unstandardized	Standardized	t	Sig.

		Coefficients		ed Coefficient s		
		B	Std. Error	Beta		
1	(Constant)	2.274	.135		16.848	.000
	Participative Decision Making	.036	.019	-.126	-1.949	.050
	Quality Control Circles	.007	.021	-.021	-.320	.000
	Information Sharing	.040	.019	.122	2.062	.040
	Profit Sharing	.018	.017	.057	1.038	.000

**a. Dependent Variable: Categories of Work Speed**

Source: Researcher's Survey 2021-2022

The regression results produced above result from the hypothesis stated to examine the influence of Employee involvement on work speed in the F&B industry. As seen in the model summary table, the R score of 0.27 denotes the presence of a weak positive correlation between Employee involvement and employee work speed. This implies that increased employee involvement leads to a corresponding increase in employee work speed (and vice versa).

In the same vein, the adjusted R-Square shows that 60% of the variance in the dependent variable (work speed) is explained by the predictor variables under employee involvement; this shows that the model is fit for interpretation.

Furthermore, the ANOVA table shows that the significance level at 95% is lesser than 0.05, which informs us that there is a relationship between employee involvement and employee work speed. In essence, Employee involvement influences work speed in the survey. This implies that employee involvement across its various dimensions can influence employees' work speed.

Finally, the co-efficient table shows that on a 95% level of significance, there is a relationship between the level of employee involvement and work speed in the study population. The table

informs us that the various dimensions under employee involvement can individually influence work speed. Specifically, a unit increase in participative decision making would lead to an increase of 0.36 units increase in work speed, while a unit increase in quality control circles would lead to an increase of 0.07 unit in work speed. Furthermore, a unit increase in information and profit sharing would lead to an increase of 0.40 and 0.18 unit in work speed.

Summarily, employee involvement influences employee work speed at a 95% significance level in the study organisations. The null hypothesis is rejected, and the alternate hypothesis is accepted.

**Hypothesis Four: Employee Involvement has no Significant Influence on Work Quality Performed by Employees in the F&B Industry in Lagos State**

**Table 4.26: Model Summary for Hypothesis Four**

<b>Model Summary</b>					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.557 <sup>a</sup>	.311	.301		.40174
a. Predictors: (Constant), Profit Sharing, Information Sharing, Participative Decision Making, Quality Control Circles					

**Table 4.27: Anova Output for hypothesis Four**

<b>ANOVA<sup>a</sup></b>					
Model	Sum of	Df	Mean	F	Sig.

		Squares		Square		
1	Regression	25.674	5	5.135	31.816	.000 <sup>b</sup>
	Residual	56.972	353	.161		
	Total	82.646	358			

a. Dependent Variable: Work Quality

b. Predictors: (Constant), Profit Sharing, Information Sharing, Participative Decision Making, Internal Communication, Quality Control Circles

Source: Researcher's Survey 2021-202

**Table 4.28: Multiple Regression Output for Hypothesis Four**

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients	Standardized Coefficients			
		B	Std. Error	Beta		
1	(Constant)	2.027	.113		17.956	.000
	Participative Decision Making	.090	.016	.321	5.743	.000
	Quality Control Circles	.044	.017	.143	2.579	.010
	Information Sharing	.062	.016	.193	3.790	.000
	Profit Sharing	.071	.014	-.237	-4.987	.000

a. Dependent Variable: Work Quality Categories

Source: Researcher's Survey 2021-2022

The regression results produced above result from the hypothesis stated to examine the influence of employee involvement on employee work quality in the F&B industry. As seen in the model summary table, the R score of 0.557 denotes the presence of a moderate positive correlation between employee involvement and employee work speed. This implies that increased employee involvement leads to a corresponding increase in employee work speed (and vice versa).

In the same vein, the adjusted R-Square shows that 30% of the variance in the dependent variable (work quality) is explained by the predictor variables under employee involvement; this shows that the model is fit for interpretation.

Furthermore, the ANOVA table shows that the significance level at 95% is lesser than 0.05, which informs us that there is a relationship between employee involvement and employee work speed.

Finally, the co-efficient table shows that on a 95% level of significance, there is a relationship between the level of employee involvement and work speed in the study population. However, the table also informs us that all the predictor variables can individually predict work speed. Specifically, a unit increase in participative decision making would lead to a 0.90 increase in work quality, while a unit increase in Quality Control Circle would lead to an increase of 0.44 in work quality. In addition, a unit increase in information sharing and profit-sharing would lead to an increase of 0.62 and 0.71 in work quality.

In essence, the variables under employee involvement influence work quality in the survey. This implies that Employee involvement can the quality of work put out by the employees. The null hypothesis is rejected, and the alternate hypothesis is accepted.

#### **Hypothesis Five: Years of Experience do not Moderate the Influence of Employee Involvement on Job performance**

Hypothesis 5 is significantly different from the previous hypothesis; the hypothesis was stated to test for the effect of moderating variable (years of experience) on the influence of employee involvement on Job performance. It is noteworthy that the regression conducted found that at a 95% significant level, Job performance is influenced by employee involvement.

SPSS was used to analyze the moderating effect by hierarchical multiple regression<sup>1</sup>. It has been stated that hierarchical multiple regressions are the best method for determining if a third quantitative variable moderates the relationship between two variables of the same sort<sup>2,3</sup>. The technique depended on a preset order for inputting independent variables into the regression equation, an order based on theory<sup>4,5</sup>.

The moderating impact of each moderating variable on the relationship between each independent and dependent variable was analyzed using hierarchical multiple regressions in two phases<sup>6</sup>. The independent (employee involvement) and moderator variables (Years of experience) were initially designated as the main effects. Second, we used the independent (employee involvement) and moderator variables to determine the moderation effects (interaction variables).

To prove the presence of a moderating impact, the following variables were considered:

- Interaction between the independent (employee involvement) and moderating (years of experience) factors as predictors of the dependent (job performance) variable suggests that years of experience moderates the connection between the independent (employee involvement) and dependent (job performance) variables<sup>6</sup>
- Moderation effects exist when there is a substantial increase in Rsquare in Step 2<sup>7</sup>.
- A moderating effect has been detected when the interaction term's regression coefficient is statistically significant. Step 2's F-value reflects the moderating effects based on the significance of the regression model.

Afterward, tabular regression equations are used to analyze the data and offer context for identifying moderating effects.

Table 4.29: Hierarchical Regression of interaction of Years of experience on the influence of Employee Involvement on Employee Performance

Source	Model 1			Model 2			Change Statistics	
	b	SE	t	b	SE	t	$\Delta R^2$	Sig F
<b>Interaction effect of Years of Experience</b>								
<b>R<sup>2</sup></b>				0.87			0.87	0.00
<b>(Constant)</b>	65.183	3.124	20.874**	64.000	.952	10.367*		
<b>Level of Employee Involvement</b>	0.891	.154	5.795**	.952	.314	3.031**		
<b>Years of Experience</b>	-.090	.141	-.640*	.065	.710	.091		
<b>Years of Experience * Level of Employee Involvement</b>				-.008	.036	-.222		

\*P ≤ 0.05, \*\*P ≤ 0.001 | Source: Researcher's Survey 2021-2022

This hypothesis claimed the presence of a moderating effect of years of experience in the relationship between employee involvement and employee performance. Having gotten an interaction between years of experience and level of employee involvement (see model 2), the interaction variable was added and it resulted in adjusted R<sup>2</sup> change of 0.00 (F= 0.49, P> 0.05), which implied that no change was recorded in the R<sup>2</sup> after the introduction of the interaction variable. This report suggests that years of experience does not have a moderating effect on the influence of employee involvement on employee performance. This implies that the alternate hypothesis is rejected, while the null hypothesis is accepted, meaning Years of experience play no moderating effect in the relationship between years of experience and level of employee involvement.

### 4.3 Discussion of Findings

The findings from this study would be discussed in line with the related findings in the literature, as well as in accordance to the objectives of this study.

The study's first objective was to examine the influence of employee involvement on task completion; to meet this objective; the study designed a scale of employee involvement and task completion for the respondents to fill. Both variables were then regressed against each other on a simple regression after the scores for each participant have been collated. The study based on this objective found that an increase in employee involvement in the study area leads to a corresponding increase in task completion; this in essence informs HR managers that increasing the level of involvement of an employee would lead to an increase in his ability to perform his job optimally.

The findings of this study corroborate the review of the literature, which confirms that employee involvement improves task completion by increasing the quality and quantity of work, strengthening employee-employee relationships, improving the quality of decisions made, increasing job satisfaction, and decreasing waste<sup>8</sup>. These results establish a link between employee engagement and task completion, since highly engaged workers have a psychological ownership of the organisation and are therefore considered as stakeholders. They try to enhance the organization's innovation, processes, and services as stakeholders, ultimately reducing operational costs and enhancing organisational effectiveness. Additionally, employee engagement improves collaboration and partnership between employers and employees, as well as team spirit and cooperation inside the organisation, leading in the creation of a positive organisational culture that is enabling and supportive. The findings are consistent with a prior

study, which discovered that when employees are involved in goal planning and decision-making, they are more likely to finish their assigned duties<sup>9</sup>.

The research discovered that although supervisors kept workers informed about the organisation's future, management did not actively promote information exchange between managerial and non-management personnel. The research established a strong feeling of cooperation throughout the organisation and showed that teams are involved in determining how work is completed. This finding is like a previous finding which went further to explain that employees were equipped with the tools and equipment essential to do their jobs effectively; they established clear, realistic, well-defined, and attainable objectives; and they prioritised tasks to ensure that the most critical tasks were completed first<sup>10</sup>. Similarly, another study<sup>11</sup> held that although workers examined their progress toward objectives and altered their plans as necessary, they were not held responsible for attaining goals and expectations. However, top management constantly put a premium on workplace efficiency and performance.

In addition, the study also discovered that employees always ensure they communicate with other staff and their supervisors as regarding the tasks they are working on. This is an essential part of task completion in the F&B Industry, as a study held that employees must always communicate amongst themselves especially for the purpose of food research and development.

In the same vein, the study held that smaller companies enjoy higher levels of task completion than medium and large-scale companies. This is largely due to the organisation of work and work structure at the small-scale firms; small scale firms enjoy higher internal communication because of their size, this is also evident in the manner of task communication that takes place in the small firms. With task communication being an indicator of task completion and small-scale

firms scoring high on the indicator, it is, thus expected that employees in small scale companies perform better than employees in large scale companies.

The study also found that task completion may rise and fall in line with their length of service at the organisation. As a new staff (0-5 Years of service), employees tend to perform at top tier, however, their performance may dwindle, when they begin to approach mid- long service (6-10 Years). They may then become better, as they approach long service (11-15 years) and dwindle, after 15 years of service. This may be due to the recognition and promotion they enjoy when they begin to spend more than 10 years in service. While their lower performance after 15 years of service may be a result of old age and retirement preparations, which would divide their attention at work.

According to the regression analysis results, employee involvement improves work performance. This establishes a substantial, positive, and statistically significant association between employee involvement and work performance. According to the study's findings, allowing workers to participate in choices affecting their work lives improves task completion, which eventually contributes to the attainment of organisational objectives. Despite the association between the duo, a study holds employee involvement, on the other hand, maybe ineffective if it is not linked with the organisation's overall strategy, and so it may be argued that there is evidence that employee engagement has a direct influence on task completion.

Work improvement is a highly understudied performance indicator in the literature, even more, understudied when examined in terms of its relations with employee involvement. However, this study holds that employee involvement influences employees' impact on work improvement. This finding is similar to a previous study that also found that employee involvement influences work process improvement, amongst other indicators<sup>12</sup>. Similarly, another study that agrees with

the finding of this study held that employees tend to make more attempts at improving work processes when they feel like an essential part of the decision-making process. The study highlighted the importance of participative decision making on Job performance, by stating that employees who are part and parcel of the decision-making process tend to take more initiative to work.

Furthermore, the current study found that organisations that small scale organisations enjoy the highest level of employee impact on work improvement in the industry. Once again, the data reveals that employees who work for small scale organisations tend to make the most impact on work improvement. As seen in the study, Best Food Global (a small-scale firm) sees that about 83.5% of their employees make high impact contributions to the work process improvements in their organisation. In addition, Delta-R also enjoys an impressive level of employee contribution to work process improvement at 36.4%. This is against the 22.1% of the employees at Seven-Up Bottling Company who are high level. In a related study on employee involvement, the study<sup>6</sup> held that employees who work in smaller work groups tend to have higher performance than employees who work in a bigger group. The researcher explained that this may happen due to the fact that small workgroupsreducethefreeloader effect more than bigger workgroups. In another study amongst fortune 500 companies in the United States, researchers found that large scale corporations do not have the best practices in terms of getting employees to contribute more to the improvement of work processes<sup>13</sup>.

The study also revealed that years of experience plays a role in the level of impact of employees in each category. The study holds that employees who have spent more than 15 years of service in the organisationusually make the most impact on work process improvement. This implies that employees in this class of experience try the most at improving work processes at the workplace,

while employees between 6-10 years of service do the least. This may be because employees who have spent more than 15 years of work have assumed the role of mentor in the organisation, hence their willingness to go overboard and help the organisation improve their work processes.

Finally, the regression co-efficient that measures the impact of employee involvement on employee impact on work process improvement shows that on a 95% level of significance, there is a relationship between the level of employee involvement and the employees' contribution to the work process improvement in the organisation. The table informs us that a unit increase in employee involvement can lead to a corresponding increase of 0.32 units in the level of work process improvement impact which the employee has in the organisation.

Work speed is an essential part of the F&B industry, with majority of work processes leading up to the production of consumer goods which are usually fast moving. However, this study finds that employees in the F&B industry hold their ability to avoid work spill over and over time working is the biggest indicator of their work speed, while the number of tasks completed is not so much of an important indicator. However, the study also elicited that only large-scale organisation that was studied had employees who work slowly, while small and medium scale organisations have faster work pace with little tolerance for slow workers. This may be due to the level employee diversity in the organisations, as employees in different occupations can be found in the organisation and not all employees are subjected to the fast-paced wave in the industry due to their duties within the organisation.

In addition, the regression results of the study on a 95% level of significance, there is a relationship between the level of employee involvement and work speed in the study population. The table informs us that a unit increase in employee involvement can lead to a corresponding

increase of 0.15 units in the work speed in the organisation. This finding is similar to the findings of a related study<sup>14</sup> which examined employee motivation and competence for their effect on performance, work speed, and other service quality characteristics. The study also found that employee competence, employee motivation, and service quality, directly impacted Job performance and work speed. Additionally, the results of this research corroborate those of another study that studied the association between task completion, job engagement, and work speed among education employees<sup>15</sup>. Like the result of this study, the study established that Task completion and job involvement are significantly related to work speed increment amongst employees.

Employees in any organisation must always produce the highest quality of work according to their capacity. This study found that employees in the F&B industry are committed to always delivering high-quality work; this may be due to the National Agency for Food and Drug Control (NAFDAC), Standard Organisation of Nigeria (SON) and Consumer Protection Commission. These agencies ensure that organisations in the food industry commit to the highest quality in employee work and production.

The study also found that the employee work quality is affected by organisational affiliations. Most of the employees in small scale employees churn out High work quality, as against large and medium scale organisations where most of the employees churn out mid-quality work. This data implies that the work organisation's small nature at a small scale makes it extremely possible for employees to produce the highest quality of work ethics possible. This is not enjoyed in larger organisations where the quality of work may be more difficult to monitor due to the large size and the difficulties associated with managing employees in large scale organisations.

In addition, the regression results at a 95% level of significance show a relationship between employee involvement and work speed in the study population. The study found that a unit increase in employee involvement can lead to a corresponding increase of 0.15 units in the work speed in the organisation. This finding is in tandem with a related study that found that employee involvement has a significant positive impact on work quality<sup>16</sup>. It was also found that the job environment significantly impacts organisational commitment. The researcher further explained that a suggested relationship between employee involvement and work quality shows that corporate learning significantly affects employee output.

In another related study, the researchers also established that employee involvement and work quality are associated in retail enterprises. The study explained that when researchers enjoy a high level of employee involvement, they tend to be more satisfied; leading to the higher work quality. In addition, the researchers also explained that job assignment is important for engaging employees to ensure organisations' survivability and profitability.

Although there is importance of years of experience in the literature of Human Resources and Talent Management, very few studies have examined it as a moderator of employee involvement and years of experience. This study is, thus, a seminal attempt to explore the interplay between the two variables with years of experience as a moderator; In contrast, the study established a relationship between employee involvement and Job performance; the study found that years of experience plays no moderating effect in the interplay. In a similar study of University lecturers, the researcher established that while years of experience are linked with performance, it is not linked to employee involvement in the study area. In addition, a study that also examined the moderating effect of experience on performance and the positive impact of coaching also found that, while performance is influenced by arrangement, there is a need for coaching all through

the employees' career, exposing that experience plays no moderation effect between employee involvement and Job performance<sup>17, 18</sup>.

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## Chapter Five Conclusion

This chapter of the work details the summary of findings, the conclusion, recommendations, contribution to knowledge and areas of further research.

### 5.1 Summary of Findings

Examining the relationship between employee involvement and Job performance remained an integral part of the study. To examine the relationship between the duo, the researcher came up with five research questions, objectives and hypotheses. Specifically, the hypotheses engaged regression to examine the relationship between employee involvement and the different dimensions of Job performance. However, the fifth hypothesis attempted to examine the moderating effect of years of experience on the influence of employee involvement on Job performance. The following are the findings from the study:

- i. The study based on objective one found that an increase in employee involvement in the study area leads to a corresponding increase in task completion ( $\beta= 2.159$ ,  $r^2: 0.712$ ; Tval: 16.264,  $p < 0.05$ ).
- ii. In this study, objective two holds that employee involvement influences employees' impact on work improvement. The study established the presence of a positive relationship between the level of employee involvement and the employees' contribution to the work process improvement in the organization ( $\beta= 1.328$ ,  $r^2: 0.414$ ; Tval: 13.784,  $p < 0.05$ ).

- iii. This study finds that employees in the food and beverage industry are committed to always delivering high-quality work irrespective of the size of the organization they work ( $\beta = 2.274$ ,  $r^2: 0.73$ ;  $T_{val}: 16.848$ ,  $p < 0.05$ ).
- iv. In objective four, this study discovered that employee involvement has a significant influence on work speed of employees in the food and beverage industry in Lagos State ( $\beta = 2.021$ ,  $r^2: 0.311$ ;  $T_{val}: 17.956$ ,  $p < 0.05$ ).
- v. In contrast to the hypothesis, the study established that while Job performance influences Job performance, years of experience play no moderating effect in the interplay ( $\beta = 64.000$ ,  $r^2: 0.87$ ;  $T_{val}: 10.367$ ,  $p < 0.05$ )

## 5.2 Conclusion

The study sets out to examine the influence of Employee Involvement on Job performance in Food and Beverage Companies in Lagos State. Employee involvement as an independent variable was measured using four different indicators such as profit sharing, quality control circles, information sharing, and participative decision making. On the other hand, Job performance was measured using task completion, employee impact on work improvement, work quality, and work speed would be used the sub-variables of Job performance.

To properly examine the interaction between the two variables, the study engaged different self-report scales that sort to examine and measure the different variables in the study. The scores for each employee were then collected from the scale and were used to regress against Employee involvement across the various dimensions employed in the study.

To properly reach its overall objectives, the study set out with five specific objectives, which bordered around examining the influence of employee involvement on task completion,

identifying the impact of employee involvement on employees' impact on work improvement, and determining the effect of employee involvement on employee work speed. The study also examined the influence of employee involvement influence on work quality, while the study examined years of experience as a moderating variable in the interplay of employee involvement and Job performance.

In line with the objectives of the study, the study concludes that an increase in employee involvement in the study area leads to a corresponding increase in task completion; this in essence informs HR managers that increasing the level of involvement of an employee would lead to an increase in his ability to perform his job optimally.

The study also concludes that employee involvement influences employees' impact on work improvement and small-scale organisations enjoy the highest level of employee impact on work improvement in the industry. The study also concluded that years of experience plays a role in the level of impact of employees in each category and employees who have spent more than 15 years of service in the organisation usually make the most impact on work process improvement.

Furthermore, the study concludes that employees in the F&B industry are committed to always delivering high-quality work irrespective of the size of the organisation they work for. The study found that a unit increase in employee involvement can lead to a corresponding increase of 0.15 units in the work speed in the organisation.

### 5.3 Recommendations

Based on the findings of this study, the study recommends the following:

The Human Resources Department in the F&B Industry should employ more employee involvement programs to enhance task completion. This can be done by allowing employees to form quality control circles that would monitor the task completion of other staff within the organisation. In addition, the Quality Control Circles should not be static, employees should be appointed into the circle on a tenure track which could be monthly, weekly, or annually. The practice would aid the feeling of employee involvement, which would eventually affect the level of task completion in the organisation.

A mentorship program should also be established all through the organisation. While previous mentorship programs may have focused on management trainees and junior managerial staff, mentorship programs should be established company-wide, where a person is directly mentored by the person right above him and he mentors the person right below him. This way, employees would feel more involved in the workplace and also influence the work process because they now feel responsible for someone.

Employees should also be involved in target setting in order for them to work faster. This means that before targets are set for the month or day, employees should be involved in the process, such that the targets are mutually agreed to targets between the management and the employees. This way, employees would enjoy higher employee involvement, which would influence their work speed in the organisation.

The current work quality churned out by workers in the F&B industry should be encouraged by ensuring that employees enjoy higher levels of employee involvement across its various dimensions.

#### **5.4 Contributions to Knowledge**

This study examined the influence of employee involvement on Job performance across various dimensions and indicators. However, following the results and the findings of the study, the following contributions to knowledge has been made.

The study contributed to the plethora of studies that have tested for the presence of a relationship between employee involvement and task completion, work quality, and work speed. The present study is a seminal attempt to use multiple regressions to carry out the test for the relationship.

In addition, the study also contributed to the literature and found that years of experience has no mediating effect on the two variables, which thus suggest that years of experience do not affect the interplay between the employee involvement and Job performance.

This study also made some theoretical contributions by upholding the basic tenets of the Human Relations Approach. In essence the study further established that when people feel better involved in the day to day management of the organization, they would be willing to perform better in the organization. This is in accordance to the prediction of the Human Relations Approach which already explained that people tend to perform better when their social and esteem needs are met; this study therefore holds that employee involvement is a social and esteem need for every employee.

Empirically, this study contributes to the literature by pushing forward the understanding of employee involvement and Job performance. This study holds that employee involvement

influences Job performance generally. The study also holds that employee involvement influence different indicators of performance such as work quality, work speed, and task completion.

### **5.5 Areas of Further Research**

This research has broken many fronts and also opened up new areas. For instance, this study is a seminal attempt to examine task completion, employee contribution to work improvement as performance related indicators. With these done, there are still many areas untouched, hence this study recommends the following areas for further research.

This study engaged the quantitative methodology and develops various scales measuring various concepts. This study recommends that the same topic and area can be examined using other methods such as qualitative methods and experimental methods. The researcher also suggests that an attempt to carry out methodological triangulation would bring out deeper understanding of the concepts examined in this study.

This study was conducted in the F&B industry of Lagos state. However, the pilot study was conducted in Ibadan. The data collected from Ibadan as a pilot area showed promising results. Hence, this study recommends that future studies can examine Ibadan F&B Industry using similar methods or research design

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**Appendix one  
Questionnaire**

**Employee Involvement and Job performance**

Dear Respondent,

I am a doctoral student at Lead City University, carrying out a research on the impact of employee involvement on Job performance. The research is highly academic and has no intent to harm you in anyway. To ensure your anonymity and safety, the questionnaire would not ask for identifiers such as name, the department you work or your address. Bearing this in mind, I enjoin you to fill this questionnaire with honesty. Thank you

**Section A: Background Information**

Instruction: Please kindly tick and fill in correctly where appropriate

- 1) Gender of Respondents: A) Male (  ) B) Female (  )
- 2) Age of respondent as at last birthday: \_\_\_\_\_
- 3) What's your level of education? A) Primary Education (  ) B) Secondary Education (  )  
C) Tertiary Education (  )
- 4) How many years have you worked with your organisation? \_\_\_\_\_
- 5) Which of the following organisations do you work a) Best Food Global (  )  
b) Delta- R (  ) C) Sino Foods Nig. Ltd (  ) D) Nig. Cereal Processing (  )  
E) Seven-Up Bottling Co (  )

**Section B: Level of Employee Involvement**

Rate the following statements according to how you feel about the statement. Indicate your choice by placing an [√] under your answer choice.

Respond either 6. Strongly Agree, 5. Agree, 4. Partially Agree, 3. Partially Disagree 2. Disagree and 1. Strongly disagree with the questions below

SN	Statement	6	5	4	3	2	1
	When decisions are to be made in the organisation, the management usually ask for our opinions						
	Your organisation encourages forming groups or workers led by a supervisor or managers that present solutions to management						
	Your organisation allows you to interact about work processes and how to complete tasks freely						
	Your organisation allows profit sharing and other compensations outside of the salary						

**Section C: Task completion**

Rate the following statements according to how you feel about the statement. Indicate your choice by placing an [√] under your answer choice.

Respond either 6. Strongly Agree, 5. Agree, 4. Partially Agree, 3. Partially Disagree 2. Disagree and 1. Strongly disagree with the questions below

Statement	6	5	4	3	2	1
I finish my work early by the deadline given to me						
I take full responsibility for the tasks given to me, and I always see them to completion no matter how difficult						
I ensure that I give timely reports and updates on the tasks given to me						

I always look for alternative ways to complete the tasks assigned to me						
I always meet my personal targets as regarding the tasks assigned to me						

**Section D: Employees' Contribution to Work Improvement**

Rate the following statements according to how you feel about the statement. Indicate your choice by placing an [√] under your answer choice.

Respond either 6. Strongly Agree, 5. Agree, 4. Partially Agree, 3. Partially Disagree 2. Disagree and 1. Strongly disagree with the questions below

Statement	6	5	4	3	2	1
I always find alternative ways to complete the tasks assigned to me						
I always inform my supervisors of the different ways our jobs can be done.						
I regularly talk to people in other companies about their work processes to devise new methods						
I always bring work processes from my previous work place to my current workplace in order to optimize the process here						
I always try to import better work processes from other companies to my company, in order to optimize work process improvement						

**Section E: Employees' Quality of Work**

Rate the following statements according to how you feel about the statement. Indicate your choice by placing an [√] under your answer choice.

Respond either 6. Strongly Agree, 5. Agree, 4. Partially Agree, 3. Partially Disagree 2. Disagree and 1. Strongly disagree with the questions below

Statement	6	5	4	3	2	1
I can complete my tasks independently with little or no help from others						
When assigned team work, I ensure that I contribute effectively to the team						
I always ensure accuracy in doing my tasks						
My work have been identified to be top-notch						
I tend to spend time explaining to other employees how I do my work						

### Section F: Work Speed

Rate the following statements according to how you feel about the statement. Indicate your choice by placing an [√] under your answer choice.

Respond either 6. Strongly Agree, 5. Agree, 4. Partially Agree, 3. Partially Disagree 2. Disagree and 1. Strongly disagree with the questions below

Statement	6	5	4	3	2	1
I always complete my work by the deadlines assigned to them						
I work from a day spill into the next day						
I always leave work at the exact closing hour because I have completed my tasks for the day						
I always meet up with personal deadlines to complete tasks						
I have been identified by my co-workers to always be on time						

## Cronbach Alpha

**Objective One:** Examine the Influence of Employee Involvement on Task Completion in the F&B industry in Lagos State

S/N	Statement	Cronbach Alpha
1	I finish my work early by the deadline given to me	0.813
2	I take full responsibility for the tasks given to me, and I always see them to completion no matter how difficult	0.634
3	I ensure that I give timely reports and updates on the tasks given to me	0.662
4	I always look for alternative ways to complete the tasks assigned to me	0.736
5	I always meet my personal targets as regarding the tasks assigned to me	0.791

**Objective Two:** Identify the Impact of Employee Involvement on Employees' Impact on Work Improvement in the F&B industry in Lagos State

S/N	Statement	Cronbach Alpha
1	I always find alternative ways to complete the tasks assigned to me	0.817
2	I always inform my supervisors of the different ways our jobs can be done.	0.913
3	I regularly talk to people in other companies about their work processes	0.567
4	I always bring work processes from my previous work place to my current workplace in other to optimize the process here	0.824
5	I always try to import better work processes from other companies to my company, in other to optimize work process improvement	0.914

**Objective Three:** Determine the Effect of Employee Involvement on Employee Work Speed in the F&B Industry in Lagos State

S/N	Statement	Cronbach Alpha
1	I can complete my tasks independently with little or no help from others	0.823
2	When assigned team work, I ensure that I contribute effectively to the team	0.673
3	I always ensure accuracy in doing my tasks	0.934
4	I always complete my task within the slated timeframe given by the organization	0.651
5	I have been identified by my co-workers to always be on time	0.835

**Objective Four:** Examine the Influence of Employee Involvement on Work Quality Performed by Employees in the F&B industry in Lagos State

S/N	Statement	Cronbach Alpha
1	I can complete my tasks independently with little or no help from others	0.845
2	When assigned team work, I ensure that I contribute effectively to the team	0.832
3	I always ensure accuracy in doing my tasks	0.743
4	My work have been identified to be top-notch	0.941
5	I tend to spend time explaining to other employees how I do my work	0.874

## Appendix Two

### Raw Data

		Respondents' Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	22	25	7.0	7.0	7.0
	23	22	6.1	6.1	13.1
	24	22	6.1	6.1	19.2
	27	32	8.9	8.9	28.1
	28	24	6.7	6.7	34.8
	29	32	8.9	8.9	43.7
	31	28	7.8	7.8	51.5
	32	20	5.6	5.6	57.1
	33	17	4.7	4.7	61.8
	34	23	6.4	6.4	68.2
	35	4	1.1	1.1	69.4
	36	42	11.7	11.7	81.1
	38	6	1.7	1.7	82.7
	39	4	1.1	1.1	83.8
	41	4	1.1	1.1	85.0
	42	8	2.2	2.2	87.2
	43	5	1.4	1.4	88.6
	45	10	2.8	2.8	91.4
	46	20	5.6	5.6	96.9
	50	3	.8	.8	97.8
	52	4	1.1	1.1	98.9
	58	4	1.1	1.1	100.0
	Total	359	100.0	100.0	

**Years of Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	22	6.1	6.1	6.1
	3	23	6.4	6.4	12.5
	4	34	9.5	9.5	22.0
	5	41	11.4	11.4	33.4
	6	22	6.1	6.1	39.6
	7	66	18.4	18.4	57.9
	8	17	4.7	4.7	62.7
	9	7	1.9	1.9	64.6
	10	45	12.5	12.5	77.2
	12	57	15.9	15.9	93.0
	15	9	2.5	2.5	95.5
	18	6	1.7	1.7	97.2
	19	7	1.9	1.9	99.2
	26	3	.8	.8	100.0
	Total	359	100.0	100.0	

**Level of Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary Education	32	8.9	8.9	8.9
	Secondary Education	108	30.1	30.1	39.0
	Tertiary Education	219	61.0	61.0	100.0
	Total	359	100.0	100.0	

**Respondents Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	197	54.9	54.9	54.9
	Female	162	45.1	45.1	100.0
	Total	359	100.0	100.0	

**Organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Best Food Global	6	1.7	1.7	1.7
	Delta-R	11	3.1	3.1	4.7
	Sino Food Nig. Ltd	40	11.1	11.1	15.9
	Nig. Cereal Processing	71	19.8	19.8	35.7
	Seven-Up Bottling Co	231	64.3	64.3	100.0
	Total	359	100.0	100.0	

**Participative Decision Making**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	41	11.4	11.4	11.4
	Disagree	59	16.4	16.4	27.9
	Partially Disagree	38	10.6	10.6	38.4
	Partially Agree	55	15.3	15.3	53.8
	Agree	82	22.8	22.8	76.6
	Strongly Agree	84	23.4	23.4	100.0
	Total	359	100.0	100.0	

**Quality Control Circles**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	7.2	7.2	7.2
	Disagree	55	15.3	15.3	22.6
	Partially Disagree	56	15.6	15.6	38.2
	Partially Agree	85	23.7	23.7	61.8
	Agree	65	18.1	18.1	79.9
	Strongly Agree	72	20.1	20.1	100.0
	Total	359	100.0	100.0	

**Information Sharing**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	45	12.5	12.5	12.5
	Disagree	52	14.5	14.5	27.0
	Partially Disagree	54	15.0	15.0	42.1
	Partially Agree	80	22.3	22.3	64.3
	Agree	105	29.2	29.2	93.6
	Strongly Agree	23	6.4	6.4	100.0
	Total	359	100.0	100.0	

**Profit Sharing**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	45	12.5	12.5	12.5
	Disagree	94	26.2	26.2	38.7
	Partially Disagree	63	17.5	17.5	56.3
	Partially Agree	45	12.5	12.5	68.8
	Agree	74	20.6	20.6	89.4
	Strongly Agree	38	10.6	10.6	100.0
	Total	359	100.0	100.0	

**I finish my work early by the deadline given to me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	2.8	2.8	2.8
	Disagree	23	6.4	6.4	9.2
	Partially Disagree	41	11.4	11.5	20.7
	Partially Agree	113	31.5	31.6	52.2
	Agree	63	17.5	17.6	69.8
	Strongly Agree	108	30.1	30.2	100.0
	Total	358	99.7	100.0	
Missing	System	1	.3		
Total		359	100.0		

**I take full responsibility for the tasks given to me, and I always see them to completion  
no matter how difficult**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	61	17.0	17.0	17.0
	Disagree	39	10.9	10.9	27.9
	Partially Disagree	11	3.1	3.1	30.9
	Partially Agree	62	17.3	17.3	48.2
	Agree	141	39.3	39.3	87.5
	Strongly Agree	45	12.5	12.5	100.0
	Total	359	100.0	100.0	

**I ensure that I give timely reports and updates on the tasks given to me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	22	6.1	6.1	6.1
	Disagree	68	18.9	18.9	25.1
	Partially Disagree	51	14.2	14.2	39.3
	Partially Agree	35	9.7	9.7	49.0
	Agree	82	22.8	22.8	71.9
	Strongly Agree	101	28.1	28.1	100.0
	Total	359	100.0	100.0	

**I always look for alternative ways to complete the tasks assigned to me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	49	13.6	13.6	13.6
	Disagree	42	11.7	11.7	25.3
	Partially Disagree	100	27.9	27.9	53.2
	Partially Agree	43	12.0	12.0	65.2
	Agree	32	8.9	8.9	74.1
	Strongly Agree	93	25.9	25.9	100.0
	Total	359	100.0	100.0	

**I always meet my personal targets as regarding the tasks assigned to me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	45	12.5	12.5	12.5
	Disagree	82	22.8	22.8	35.4
	Partially Disagree	27	7.5	7.5	42.9
	Partially Agree	94	26.2	26.2	69.1
	Agree	38	10.6	10.6	79.7
	Strongly Agree	73	20.3	20.3	100.0
	Total	359	100.0	100.0	

**I always find alternative ways to complete the tasks assigned to me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	21	5.8	5.8	5.8
	Disagree	29	8.1	8.1	13.9
	Partially Disagree	93	25.9	25.9	39.8
	Partially Agree	46	12.8	12.8	52.6
	Agree	67	18.7	18.7	71.3
	Strongly Agree	103	28.7	28.7	100.0
	Total	359	100.0	100.0	

**I always inform my supervisors of the different ways our jobs can be done.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	29	8.1	8.1	8.1
	Disagree	11	3.1	3.1	11.1
	Partially Disagree	83	23.1	23.1	34.3
	Partially Agree	56	15.6	15.6	49.9
	Agree	70	19.5	19.5	69.4
	Strongly Agree	110	30.6	30.6	100.0
	Total	359	100.0	100.0	

**I regularly talk to people in other companies about their work processes to devise new methods**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	42	11.7	11.7	11.7
Disagree	52	14.5	14.5	26.2
Partially Disagree	11	3.1	3.1	29.2
Partially Agree	86	24.0	24.0	53.2
Agree	87	24.2	24.2	77.4
Strongly Agree	81	22.6	22.6	100.0
Total	359	100.0	100.0	

**I always bring work processes from my previous work place to my current workplace in other to optimize the process here**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	25	7.0	7.0	7.0
Disagree	42	11.7	11.7	18.7
Partially Disagree	66	18.4	18.4	37.0
Partially Agree	65	18.1	18.1	55.2
Agree	47	13.1	13.1	68.2
Strongly Agree	114	31.8	31.8	100.0
Total	359	100.0	100.0	

**I always try to import better work processes from other companies to my company, in other to optimize work process improvement**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	52	14.5	14.5	14.5
	Disagree	60	16.7	16.7	31.2
	Partially Disagree	68	18.9	18.9	50.1
	Partially Agree	87	24.2	24.2	74.4
	Agree	15	4.2	4.2	78.6
	Strongly Agree	77	21.4	21.4	100.0
	Total	359	100.0	100.0	

**I can complete my tasks independently with little or no help from others**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	45	12.5	12.5	12.5
	Disagree	62	17.3	17.3	29.8
	Partially Disagree	56	15.6	15.6	45.4
	Partially Agree	59	16.4	16.4	61.8
	Agree	91	25.3	25.3	87.2
	Strongly Agree	46	12.8	12.8	100.0
	Total	359	100.0	100.0	

**When assigned team work, I ensure that I contribute effectively to the team**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	21	5.8	5.8	5.8
	Disagree	29	8.1	8.1	13.9
	Partially Disagree	64	17.8	17.8	31.8
	Partially Agree	46	12.8	12.8	44.6
	Agree	119	33.1	33.1	77.7
	Strongly Agree	80	22.3	22.3	100.0
	Total	359	100.0	100.0	

**I always ensure accuracy in doing my tasks**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	41	11.4	11.4	11.4
	Disagree	11	3.1	3.1	14.5
	Partially Disagree	31	8.6	8.6	23.1
	Partially Agree	70	19.5	19.5	42.6
	Agree	129	35.9	35.9	78.6
	Strongly Agree	77	21.4	21.4	100.0
	Total	359	100.0	100.0	

**My work have been identified to be top-notch**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	34	9.5	9.5	9.5
	Disagree	41	11.4	11.4	20.9
	Partially Disagree	33	9.2	9.2	30.1
	Partially Agree	63	17.5	17.5	47.6
	Agree	126	35.1	35.1	82.7
	Strongly Agree	62	17.3	17.3	100.0
	Total	359	100.0	100.0	

**I tend to spend time explaining to other employees how I do my work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	39	10.9	10.9	10.9
	Disagree	22	6.1	6.1	17.0
	Partially Disagree	65	18.1	18.1	35.1
	Partially Agree	55	15.3	15.3	50.4
	Agree	97	27.0	27.0	77.4
	Strongly Agree	81	22.6	22.6	100.0
	Total	359	100.0	100.0	

**I always complete my work by the deadlines assigned to them**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	54	15.0	15.0	15.0
	Partially Disagree	97	27.0	27.0	42.1
	Partially Agree	41	11.4	11.4	53.5
	Agree	139	38.7	38.7	92.2
	Strongly Agree	28	7.8	7.8	100.0
	Total	359	100.0	100.0	

**I work from a day spill into the next day**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	54	15.0	15.0	15.0
	Partially Agree	68	18.9	18.9	34.0
	Agree	209	58.2	58.2	92.2
	Strongly Agree	28	7.8	7.8	100.0
	Total	359	100.0	100.0	

**I always leave work at the exact closing hour because I have completed my tasks for the day**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Partially Disagree	130	36.2	36.2	36.2
	Partially Agree	21	5.8	5.8	42.1
	Agree	98	27.3	27.3	69.4
	Strongly Agree	110	30.6	30.6	100.0
	Total	359	100.0	100.0	

**I always meet up with personal deadlines to complete tasks**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	86	24.0	24.0	24.0
Partially Disagree	54	15.0	15.0	39.0
Partially Agree	81	22.6	22.6	61.6
Agree	28	7.8	7.8	69.4
Strongly Agree	110	30.6	30.6	100.0
Total	359	100.0	100.0	

**I have been identified by my co-workers to always be on time**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	55	15.3	15.3	15.3
Disagree	31	8.6	8.6	24.0
Partially Disagree	17	4.7	4.7	28.7
Partially Agree	39	10.9	10.9	39.6
Agree	157	43.7	43.7	83.3
Strongly Agree	60	16.7	16.7	100.0
Total	359	100.0	100.0	

**Hypothesis 5**

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Years of Experience , Level of Employee Involvement <sup>b</sup>		Enter
2	InteractionY_EI <sup>b</sup>		Enter

a. Dependent Variable: Employee Performance

b. All requested variables entered.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.295 <sup>a</sup>	.087	.082	11.22906	.087	16.941	2	356	.000
2	.295 <sup>b</sup>	.087	.079	11.24409	.000	.049	1	355	.824

a. Predictors: (Constant), Years of Experience , Level of Employee Involvement

b. Predictors: (Constant), Years of Experience , Level of Employee Involvement, InteractionY\_EI

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4272.322	2	2136.161	16.941	.000 <sup>b</sup>
	Residual	44888.714	356	126.092		
	Total	49161.036	358			
2	Regression	4278.559	3	1426.186	11.280	.000 <sup>c</sup>
	Residual	44882.477	355	126.430		
	Total	49161.036	358			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Years of Experience , Level of Employee Involvement

c. Predictors: (Constant), Years of Experience , Level of Employee Involvement, InteractionY\_EI

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	65.183	3.123		20.874	.000			
	Level of Employee Involvement	.891	.154	.294	5.795	.000	.293	.294	.293
	Years of Experience	-.090	.141	-.032	-.640	.522	-.028	-.034	-.032
2	(Constant)	64.000	6.173		10.367	.000			
	Level of Employee Involvement	.952	.314	.314	3.031	.003	.293	.159	.154
	Years of Experience	.065	.710	.023	.091	.927	-.028	.005	.005
	InteractionY_EI	-.008	.036	-.061	-.222	.824	.069	-.012	-.011

a. Dependent Variable: Employee Performance

**Excluded Variables<sup>a</sup>**

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	InteractionY_EI	-.061 <sup>b</sup>	-.222	.824	-.012	.035

a. Dependent Variable: Employee Performance

b. Predictors in the Model: (Constant), Years of Experience , Level of Employee Involvement

## **Biodata**

### **A. Personal Data**

- |  |   |
|--|---|
| 1. Full Names;   | Adedeji Akinkunmi AKANJI  |
| 8. Sangokunle layout, Oluyole Ext, Elebu, Ibadan,<br>Oyo State |   |
| 2. Place/Date of Birth;  | Ibadan/March 15, 1991   |
| 3. Nationality;  | Nigerian  |
| 4. Name/Address of Next of Kin;                                | Mrs. AKANJI Oluwatosin/8. Sangokunle layout,<br>Oluyole Ext, Elebu, Ibadan, Oyo State |

### **B. Educational Background**

#### 1. Institutions Attended with Dates

Oshogbo Steel Rolling Staff School, Oshogbo, Osun State, Nigeria Primary School Leaving Certificate	<b>2001</b>
Federal Government College, Ikirun, Osun State, Nigeria National Examination Council Senior School Certificate	<b>2007</b>
Bowen University, Iwo, Osun State, Nigeria B.A Agricultural Economics & Farm Management	<b>2012</b>
University of Ilorin, Kwara State, Nigeria M.Sc Agricultural Economics	<b>2016</b>
Lead City University Ibadan PhD Business Administration (in view)	<b>2019</b>

### **C. Working Experience**

Bankyloolas Cuisine • Customer Experience and Marketing Officer	<b>2022</b>
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Capsfeed Limited	<b>2021</b>
• Sales Manager	
Titan Multi Business Investment Limited	<b>2021</b>
• Marketing Executive	
Osun State Polytechnic Iree, Osun State	<b>2019</b>
• Teaching and Research Farm Manager	
Stripes J Veterinary and Agricultural Ventures	<b>2018</b>
• Business Development and Marketing Officer	
Water Skills Sports Limited, Ibadan, Oyo State	<b>2018</b>
• Swim Instructor	
Asfa-bade Farms limited, Oba-Agun road, Ikirun, Osun State	<b>2016</b>
• Farm Supervisor	
Osun State Broadcasting Corporation (OSBC)	<b>2014</b>
• Personal Assistant to the Chairman	
Edo State Agricultural Development Programme (ADP)	<b>2012</b>
• NYSC Extension Agent (Monitoring & Evaluation Officer)	
Songhai Delta farm, Amukpe, Sapele, Delta State (I.T)	<b>2011</b>
• Livestock Production	
• Crop Production	
• Mechanised Farming	
Forest Research Institute of Nigeria(FRIN), Ibadan, Oyo State (I.T)	<b>2010</b>
• Forest Research	
• Tree Planting	

**D. Award and Fellowships If any**

Best Graduating Male Student (2012): Department of Agricultural Economics and Farm Management, Faculty of Agricultural Economics and Extension, Bowen University Iwo, Osun State, Nigeria

**E. Membership of Professional Bodies**

NIL

## F. Publications

1. Role of Budget and Budgetary Control on Development of Manufacturing Firms in Osun State, Nigeria. (IJAAFMR, ISSN: 2643-976X, Vol. 4 Issue 9, September 2020, Pages 119-132)

Role of Book Keeping On Sustainability of Small and Medium Enterprises (SMEs) in Nigeria (A Case Study of Selected SMEs in Osun State). (IJAMSR, ISSN: 2643-900X, Vol.4 Issue 9, September 2020, Pages 140-154)

Relevance of Strategic Planning on Performance of Small and Medium Enterprises (A Case Study of Osun State). (IJAMSR, ISSN: 2643-900X, Vol. 4 Issue 10, Oct 2020, Pages 165-176)

2. Books/Monographs: NIL

3. Scholarly Articles: NIL

4. Notable Scholarly or Professional Accomplishments: NIL

5. Major Conferences/Workshops Attended  
Academic and Industrial Edge Workshop with Focus on Widening Skilled Gap and the Future of Work. Organized by the Department of Management & Accounting, Lead City University, Ibadan, Oyo State. 7<sup>th</sup> April 2022

- 6.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

### University Compliance Certification

This is to certify that this Thesis written by Adedeji Akinkunmi AKANJI with Matriculation number LCU/PG/000525 in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, is in full compliance with the approved University format and style.

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Signature

\_\_\_\_\_  
Date

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