

**PARTICIPATORY MANAGEMENT AND EMPLOYEE SATISFACTION:
EVIDENCE FROM AFAM POWER PLC, PORT HARCOURT,
RIVER STATE, NIGERIA**

****Ugwu Kelechi Enyinna.¹,**

Ijeoma Chimaobi C.²,

Nnaji-ihedinmah Nnadozie C.³

¹Department of Management Technology

²Department of Financial Management Technology
Federal University of Technology Owerri, Nigeria

³Department of Entrepreneurship Studies
Nnamdi Azikiwe University Awka, Nigeria

** Corresponding email: kelechi.ugwu@futo.edu.ng,

Abstract

This study examined participatory management and employee satisfaction in Afam Power Holding Plc in Port Harcourt, Nigeria. The study adopted correlation survey method to explore the relationship between the dependent and independent variables. The total population of the study comprised of 125 people. The study adopted purposive non-probability sampling method in the distribution of the questionnaire. Out of 125 questionnaires administered to the participant, only 106 were filled and returned, while the remaining 19 were not returned and used for the study. The study hypotheses were tested and analyzed using Pearson Correction techniques to generate study result. The findings revealed that there exists a significant positive relationship between organizational structure and employee motivation. The study recommends organization to reinvent their strategy and adopt an organic structure which is more flexible to promote creativity and innovation in the workplace.

Keywords: Participatory Management, Employee Satisfaction, Organizational Structure, Employee Motivation, Organizational Environment

1. Introduction

Participatory Management grew out of the human relations movement in the 1920's where workers have their right to voice out their opinions about their current work environment. The origin of participatory management was born as a result of industrial democracy where employees want to be part of the decision making team. An employee-centered approach to leadership has gained more attention for horizontal organizational structure which focuses on the ability of employees to come up with innovative solutions that emphasizes on teamwork and

collaboration. Participatory management focuses on empowering employees to achieve organizational goals. It is considered to be more effective than vertical organizational structure due to recognition of employee opinion and idea (Hawthorne 2020).

In addition, Participatory Management (PM) is often used interchangeably with employee empowerment or participative decision making. It relates to how employees are given the freedom to make decisions and evaluations of existing and unforeseeable problems (Bryson, Quick, Slotterback and Crosby, 2013). It is when employees who are influenced by decision-makers are given a chance to make decisions in the organization. By so doing employees are empowered to make contributions and ideas on how to provide solutions to organizational problems. Participatory management proffer benefits at all levels of the organization. In addition, it also creates a sense of ownership in the company which in turn, provides a sense of pride and motivation to employees to increase their productivity in order to achieve organizational goals. It creates greater job satisfaction which improves the degree of employee feelings and cohesion in an organization which in turn result to increase productivity (Jones & Filos, 2015). According to the authors' perspective, participatory management does not mean relinquishing authority instead it delegates authority and matches people with the level of responsibility and accountability to achieve the goals of the organization.

On the other hand, Participatory Management offers huge gain at all levels of the organization. Guyot (2011) identified that PM offers the firm's opportunity to improve its performance and productivity when applied properly. Bryson et al. (2013) argues that participatory management is used to improve employee morale, motivation, job satisfaction and quality enhancement in the work environment. Related to this, Djogbenou, Kakai, Arouna and Sinsin (2012) observed that participatory management offers employees the ability to go the extra mile to improve organizational effectiveness which in turn can lead to innovation and creativity in the work environment.

However, Participatory Management also offers demerit at organizational levels. Incompatible differences among team members in the organization can negatively influence team building and limits group capacity to pursue their interest and make choices that can improve organizational objectives or goals. Ugwu (2019) argues that perception differences among people can trigger intergroup conflict which can affect organization adversely. Intergroup conflict occurs when one

group perceive itself as being influential or important than others in the organization due to self-egotism and parochial interest.

Employee Satisfaction implies a situation where individuals feel passionate about their work (Kalisk, 2007). It describes employees' emotional psychology or with regards to the appraisal of one's work. In other words, it is a situation where an individual feels happy with his or her jobs. It seeks to explain workers sense of achievement and success on his or her job. An employee with a sense of satisfaction with his or her job usually feels motivated to be at his or her job. This reduces the instances of employee absenteeism and turnover in the workplace. High turnover rate cost organization more money and affect organizational productivity.

Some researchers have identified a link between participatory management and employee satisfaction. Previous studies by Kim (2002) found that managers' use of participatory management style is positively associated with high levels of job satisfaction. Similar studies by Zia, Khan and Nouman (2014) using a survey administered to faculty members of the university in Islamabad revealed that participative management has a significant positive influence on job satisfaction of employees.

In light of the above, the researchers have identified a gap in the literature. Previous studies were carried out in other parts of the world. None of these studies looked at the relationship between the level of employee motivation and job satisfaction of employees in Afam Power Plc. The industry of study and geographic coverage is the gap the researchers identified and seeks to explore to contribute to existing knowledge in this field of study.

The composition or structure of Afam Power Plc determines the roles and tasks being carried out within the organization. Every activity in the organization is laid down in such a way that the objectives and authority of individuals are well defined. Every member of the organization continues to perform the same task over a long period of time without adjustment. The mechanistic structure of the organization does not promote creativity and innovation in the organization. The power supply has not been standardized despite the huge investment in the industry and consumers have not felt the impact of quality services rendered by the organization. Presently, the industry is experiencing poor quality services and lower productivity over a long time. The above problem causes unstable supply, power shortfall, the poor transmission of energy or electricity and high tariffs of electricity bills in the energy sector. The formal structure needs to be addressed in order to have a stable supply of energy in the industry. If not addressed

the industry will continue to degenerate day by day and the effect will be devastating and can result to lower productivity and customer dissatisfaction. It is based on the above problems that study objectives are formulated to guide the study.

Afam Power Plc is a premier thermal power generating company founded in September 11, 2005. It is located at Oyigbo local government area of Rivers State Nigeria. The company owns, operates and manages thermal power plc and serve customers in Nigeria. The power plant generate energy from different sources such as water (hydroelectric generation), natural gas, steam or coal which spins to create electricity. The vision of the company is to become a leader and indispensable company in Power generation in Nigeria with the most efficient workforce, processes and system (Afam Power Plc, 2020).

The general objective of the study is to determine the level of the relationship between participatory Management and Employee Satisfaction in Afam Power Plc. Drawn from the general objective, specific objective is to ascertain the level of the relationship between organizational structure and employee motivation.

2.0 Review of Related Literature

2.1 The Concept of Participatory Management

Participatory management refers to the management approach where the subordinates of an organization are fully involved in the active management and decision making processes of the organization (Ogbo, Ugwu, Ugbam and Kifordu, 2016). Participatory management style offers the entire workers opportunities to make input to workplace policies and decisions that achieve business goals while promoting career satisfaction. As opposed to an autocratic management style, where the manager assumes operational control and makes all the decisions unilaterally, the participative manager asks for contribution from team members and considers every one opinion to find effective solutions to dealing with organizational problems and put into practice to meet deadlines. Consequently, workers feel more valued and strive to achieve management objective.

Participatory management focuses on empowering team members to participate in decision-making process. When employees are empowered they are motivated since they control and

make decisions on most aspects of their jobs. Empowerment must be followed by accountability so that caution is an exercise in spending (Cited in Nnabuife, 2009). Boyarhova (2012) observed that the stability of a team depends primarily on factors such as employees' empowerment, involvement, satisfaction and friendly communication between colleagues in the workplace. Team structure brings together people with different skills in order to meet a particular objective. Being part of a team permits every person in a company to perform great roles that will, in turn, create value to the organization.

2.1 Organizational Structure

Organizational structure is defined as a framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve or accomplish the set-out goal of the organization (Ahmady, Merpour and Mikoovavesh, 2016). Organizational structure determines the flow of information between different levels of management ranging from lower, middle and higher level of management (Business Dictionary, 2020). It influences the way and manner power are being shared, controlled and coordinated within the organization. It can also be described as a framework of reporting relationship that exists in an organization or between organizations. This relationship can be sketched in the form of an organizational chart. The organizational chart does not necessarily reflect actual reporting or decision making in an organization, so we can make a distinction between formal and informal structure.

Some organizations employ an organizational structure in order to reduce confusion over task expectations. Having an organizational structure helps to organize activities by clearly identifying which people are responsible for each task to be accomplished in the organization. Organization structure occupies very a vital place in the management of an organization, without organizational structure, the organization might not be able to perform and function very well in carrying its goals. Power Holding Company (Afam Power Plc) has used organic strategies to reshape their structure and functions which greatly enhance greater performance over the years (Ogidi and Adekitan, 2013).

Organizational Structure is described as a system that outlines power that flows from the upper management level to subordinate management level. It is a structure by which tasks or coursework are shared, allocated and harmonized among the firm's associate. It describes the extent to which different sub-units are arranged and interrelate with each other (Chiekezie, Nzewi & Orogbu, 2008). Organizational structure refers to the official arrangement between

personal and groups as regards to the dividing of tasks, responsibilities, and power within the firm (Greenberg, 2011).

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

2.1.2 Determinants of Organizational Structure

There are four important determinants of organizational structure which helps in the management of the organization or making vital decisions in driving or piloting the affairs of the organization for better performance. Such determinants are; organizational environment, organizational strategy, organizational technology and organizational human resources.

2.1.3 Organizational Environment

Organizational Environment consists of institutions that surround the organization which affect its performance, operations and resources. It includes every one of the elements that exist outside of the organizational boundaries and has the potential to affect a portion or all of the organization. An example includes; government regulatory agencies, competitors, customers, suppliers and pressure from the public. An internal environment consists of the entities, conditions, events and factors within the organization that influences choices and activities (Stewart, 2003; 2020). Organizational environment determines its success or failure. The organization must understand the basic elements of the environment in order to maneuver them for success.

2.1.4 Organizational Strategy

Organizational Strategy is a dynamic long term plan and road map that defines the path towards achieving the firm's goals (Waterford, 2019). Similarly, Woodruff (2018) also defined organizational strategy is a road map that guides a company on the way to achieving its objectives. According to the authors thinking, Organizational Strategy encompasses actions that the business intends to take in order to achieve its long-term goals. In other words, these actions

make up a company's strategic plan. Strategic plans take at least a year to complete, requiring involvement from all company levels. However, the choice of strategy depends on how the business is positioned in the marketplace.

In the light of the above, Waterford (2019) argued that every goal set up in the organization must conform to the following characteristics; specific, measurable, achievable, realistic and time-bound. The author stresses that goals must be clear and precise in order to be achieved. There should be no room for doubt. Specific goals imply knowing what you intend to be. An example is a firm that intends to be industry leaders in the market. The measurable goal means breaking down organizational goals into small units or elements. Measurable goals go a long way in unfolding exactly what the firm wants to achieve. Defining the physical manifestations of firm goal or objective makes it clearer, and easier to reach. Achievable means investigating whether the goal setting is really attainable to firms. To achieve this goals firm must be realistic in weighing the effort, time and other costs involved in reaching their destination. Relevant implies whether the goal set by firms are important to them. Time-bound specifies the length of time or time frame it will take firms to achieve their objectives. Time-bound for firm strategy may be short term or long term depending on goal setting.

Woodruff (2018) has identified three choices of strategies to gain competitive advantage. These include low-cost production, differentiation and focus. Low-cost production means operating at the lowest cost possible and offer lower prices to the consumer relative to rival. This means the business has to minimize its cost of labour, find the cheapest source of materials and operate at minimal expense. Differentiation strategy refers to a situation where the company makes its products different from those of the competition. This means identifying unique features or functions of the products and promoting them to buyers. The success of this strategy relies on in-depth market research and finding innovative ways to attract customers. It depends on convincing consumers that the highlighted features are worth the price. A company using the focus strategy concentrates on a specific niche market, which has a smaller number of potential buyers. The objective is to give exceptional product quality and customer services that result in strong brand loyalty. Competitors will have difficulty breaking into this niche market.

2.1.5 Organizational Technology

This is one of the major determinants of organizational structure. According to Barbara (2016) defined organizational technology refers to the total sum of man-made developed processes that utter or create new goods and services delivered by the organizations. It includes electronics (computers), software, networking, telephone, financial accounting system and inventory control system used in the delivering of services. An organization and its technology need structure related to the way information technology, networks and systems cannot do without architecture to perform its core function in the organization. Businesses organized themselves to best achieve their goals and accomplish all the necessary tasks. To ensure an organizational structure is truly viable, it has to take into account the technological related operations, infrastructure and functions (Feigenbaum, 2020).

An organizational technology management is advancing off a very fast proportion, an obsolescence of physical infrastructures, as also of skills and competency, takes place rapidly. Steps will be taken to network the existing infrastructure, investments and intellectual strength, whenever this exists, to achieve effective and optimal utilization and constantly upgrade them to meet changing demands (Farahmand, 2011).

2.1.6 Organizational Human Resource

It is another aspect of organizational structure. Organizational Human Resources comprises of people who make up the workforce of industry, business sector or economy (Degarmo, 2017). In other words, it describes the people that work and operates in an organization and issues that affect such people such as, compensation, workplace communication recruitment, training and development, labour and employee relations, performance management among others.

The people that work in the organizational contributed to its transformation. HR acts as a powerful change agent and advisor to company leaders. A recent study by Gartner (2020) has identified a link between human resources and organizational transformation. A survey of more than 6,500 employees around the globe found that the best organizations rely on their workforce, not executives to lead change. According to Gartner research, 66 per cent of organizational change initiatives required the full involvement of HR to pull together the people and resources needed to make transformation efforts a success. Therefore it is worthy to say to that HR are the prime driver of organizational transformation (Wright, 2019).

2.1.7 Employee Satisfaction

Employee Satisfaction is a term used to describe whether employees are happy and fulfilling their desires and needs at work (Kaliska, 2007). It is the extent to which people like or dislike their jobs. Employee Satisfaction describes employees' level of enthusiasm and happiness with an individual's work. It further explains how much employees are pleased and contented with their job. In the same way, Armstrong (2006) defined Employee Satisfaction as attitude and feelings people have about work. According to the authors thinking favourable (positive) attitude towards work increases job satisfaction while unfavourable (negative) attitude towards the job decreases job satisfaction which is built on the job and are internally motivated.

Similarly, Writer (2020) also defined employee satisfaction as a situation individual feel happy, contentment with work. It describes a positive emotional response of employees at current work. Job Satisfaction varies from one employee to another because what appease someone may not appease another person. It can lead to lower turnover in the workplace. Turnover means loss of output per person in the organization. Exist of top talent can affect organizational productivity especially in the unit or station where the person works. It will take organization time and huge resources to recruit, train and nurture fresh talents. It can be one of the highest cost incurred by the human resource department. Although, turnover can be good for business because the exit of an old employee can open a new window for fresh talent to join the workforce which offers firms great opportunity to discover new talents which can in turn used for future organizational succession planning.

According to Cole (2005) factors contributing to employee satisfaction include motivation (treating the employee with respect), providing regular employee recognition, career advancement, growth opportunities, work conditions (offering above industry benefits and compensation), company policy and administration, job security among others. Among the above-mentioned drivers of employee satisfaction index, employee motivation is considered among other factors because factors leading to satisfaction are intrinsic and internal in the organization.

2.1.8 Employee Motivation

Motivation is defined as those forces within an individual that cause people to behave in certain ways. It is a psychological phenomenon which generates in the mind of an individual the internal feeling that the person lacks to produce goal-directed behaviour. It encompasses all those pressures and influences that trigger, channel, and sustain human behaviour. Most successful managers have learned to understand the concept of human motivation and are able to use that knowledge to achieve higher standards of subordinate work performance. Motivation is the work a manager performs to inspire, encourage and impel people to take required action towards the organization (Koontz & O'Donnel, 2017).

Motivation is also defined as an interior or exterior driving force that produces individual readiness to perform an action to a certain end (Nnabuife, 2009). The author asserts that the driving force comes from an individual that motivates him/her to begin action until the task is accomplished. Motivation has to do with why individuals behave the manner they do. It is an important organizational process because employees perform a lot of tasks that influence organizational productivity.

Employee motivation can be defined as the level of energy, creativity and commitment that company employees initiate in carrying out the job assigned to them. Motivation also positively influences performance at both group and individual levels which affect the organizational performance. Employee motivation has been described as an act of the involvement of all players in an organization in attending the organizational goal and objective by attaining the organizational goals and objective set aside by the key controllers of the organization. (Risambessy, Swasto, Thoyibo & Astuti, 2002).

Employee motivation can be expressed according to the inner desire of an individual to show his/her capacity in achieving a certain goal and earn expected rewards attached to that goal. Motivation is an act with a purpose to get people to work willingly, and influencing them to behave in a certain manner in accomplishing their task (Maduka and Okeafor, 2014). The motivation will further encourage employee's creativity and ensure their high quality of work performance (Kuranchic-Mensah & AmponsahTawiah, 2016; Osabiya, 2015).

Employee motivation plays an important role in transforming an organization. This is necessary for both employers and decision-makers to identify the need and concern of their members and further understand what drives them to be more productive (Rodriguez, 2015). Motivation can be either positive or negative. Positive motivation is generally based on reward. According to Flippo, positive motivation is a process of attempting to influence others to do your will through the possibility of reward. On the contrary, negative motivation is based on force and fear. Fear causes persons to act in a certain way because they are afraid of the consequences of action unfulfilled. A manager's primary task is to motivate others to perform the tasks of the organization. Therefore the manager must find the keys to get subordinates to come to work regularly and on time, to work hard and to make positive contributions towards the effective and efficient achievement of organizational objectives. Employee motivation is an effective instrument in the hands of a manager for inspiring the entire workforce and creating confidence in it. By motivating the workforce, management creates an employee sense belonging which is necessary for job satisfaction and achievement of organizational goals.

2.2 Theoretical Framework

The study is anchored on Goal Setting Theory (GST) postulated by Locke and Bryan in 1968. Goal-setting theory is a technique used to raise incentives for employees to complete work quickly and effectively. It increases motivation and effort of employee which in turn leads to job satisfaction. Locke in his article titled Towards a Theory of Task Motivation and Incentives. His theory established a relationship between clearly identified goals and performance. He argued that individuals who set specific, difficult goals performed better than those set general and easy goals. Locke proposed five basic principles of goal setting; clarity, challenge, commitment, feedback and task complexity (Locke & Latham, 2002).

The theory was criticized due to its goal of conflict between employees and managers. In an organizational setting, the organization's goals and that of an individual may clash. Goal-setting theory attached importance on the monetary reward of course of action of an individual. Goal conflict can undermine the performance of an organization if it motivates incompatible action tendencies (Locke, Smith, Erez & Schaffer, 1994). This implies that organizational resources can be wasted if individuals are rewarded more for what they do that is not in line with organizational goals. When the individual goal is not aligned with an organizational goal, performance is detrimental or worse off.

Goal Setting Theory is therefore connected to this study on Participatory Management and Job Satisfaction. The theory explains how individuals who are part of goal setting strive to be motivated and committed to achieving organizational objectives which in turn can lead to job satisfaction. The idea of the goal-setting theory is that employees are motivated to work towards attaining to the specific and clear goals that they jointly partake. The reason is that they understand easily what is expected of them to achieve and will be committed to striving towards achieving their goals. In light of the above, the theory and the topic are in agreement.

2.3 Empirical Review

Several researchers have carried out a study on Participatory Management and Job Satisfaction. This has generated both positive and negative findings in the literature. Some of these studies conducted in a different part of the world including Nigeria and other countries were reviewed below.

Asamoah, Eugene and Comfort (2015) examined the impact of motivation on employee commitment in Ghana. The study adopted a descriptive survey design and questionnaire as the instrument for data collection. The study adopted a stratified sampling technique to select the study of the population. This method gives participant equal chances of being participated in the survey. The questionnaire was generated from a population of five hundred (500) participants. Bi-variant Correlations was used to test the relationship between the independent and dependent variables. Findings revealed that motivation exerts a strong positive influence on employee commitment.

Ugwu, Okoroji and Chukwu (2019) investigated the extent of the relationship between participative decision making and employee performance in selected hotels in Owerri, Imo State, Nigeria. The study population involved all the supervisors and managers of the selected hospitality firms in Owerri, Imo State. The five hotels include the followings: Rock View hotel, Disney hotel, Cubana hotel, Newton hotel and City Global hotel LTD. Descriptive correlational survey and questionnaire were adopted as an instrument for data collection. Data were collected from 92 participants using the simple random technique. Pearson Product Moment Coefficient Correlation technique was adopted to test the relationship between independent and dependent variables to generate the result. Findings revealed that a positive relationship exists between participative decision-making variable (leader behaviour) and employee performance (commitment) in the selected hotels in Owerri.

Recent studies by Ciutiene and Petrauskas (2012) examined Principles of Management by Objectives and Possibilities to apply coaching as a tool to increase Organizational Competitiveness. The study adopted a theoretical review approach to achieve the study objective. Findings revealed that management by objective can be applied in the public sector to improve organizational competitiveness.

Irawanto (2015), examined Employee Participation in Decision-Making using a State-owned Enterprise in Indonesia. The study adopted descriptive statistics; the data gathered for the purpose of the study was through primary data with the aid of a questionnaire and was analyzed using multiple regression analysis with the aid of Spss software. The result from the findings revealed there is a positive significant relationship between participation in decision making and motivation in the state-owned enterprise in Indonesia.

Similarly, Ojokuku and Sajuyigbe (2014), examined Effect of Employee Participation in Decision Making on Performance of Selected Small and Medium Scale Enterprises in Lagos, Nigeria. This study employed the uses of primary data which were gathered through the aid of a questionnaire. Total numbers of 156 questionnaires were administered in which 127 went to the employees and 29 went to the owners of the business and were analyzed by inferential statistics. Specifically, Product-Moment Correlation Coefficient and Simple Regression Analysis was used. The result of the findings revealed that employee participation in decision making had a significant positive impact on organizational performance in the SMEs. The study recommended that Nigerian SMEs should pay attention to human resource management practices which, they have hitherto, largely ignored, in the course of running their businesses.

On the other hand, Isichei and Godwin (2015) examined Decision Making and the Hospitality Industry in Nigeria, a study of selected hotels in the federal capital territory in Abuja. The descriptive research design was employed to carrying out this research work and the instrument used was a questionnaire, was analyzed using multiple regressions. The results of the Findings showed that employee's participation in decision making impacts on the performance of hotels in Nigeria. The study put forward among others that participation of employees' should not just be biased but holistic to give them a sense of belonging.

Similarly, Abdulrahman (2016) examined Employee Participation in Decision-making (PDM) and Firm Performance. The work adopted descriptive survey design; Data were collected

through pre-validated, piloted questionnaires, which were e-mailed to 341 manufacturing firms. The research reviewed that there is a significant positive relationship that exists between employee participation in decision making and firm performance. The study put forward that employee participation in decision making is an important component of influencing firm performance.

In addition, Nuzhath (2014) studied Employee Participation and its impact on their Performance. The study adopted a descriptive design where a questionnaire was administered to the employees (team leaders) of the BPOs of different companies and service sectors. The study in different BPOs shows what makes an excellent performance of the organization and smooth employer-employee relation is the employee participation in decision making. Based on the research carried out we can state that there is a greater significant link between employee participation in decision making and their performance towards the organization. The study put forward that employees participation in decision making affect the overall performance of the organization and also if the organizations enhance participation of their employees in decision making which may lead to commitment, the pool of ideas, loyalty, citizenship and trust towards the organization.

On the other hand, Dede (2019) also examined Employee Participation in Decision Making and Organizational Productivity: Case Study of Cross River State Board of Internal Revenue, Calabar. The study adopts a qualitative data collection approach which utilizes primary data with the aid of questionnaires. The study revealed that when employees participate in decision making implementation becomes easy, and creates a good working environment, increases commitment and satisfaction on decisions taken. It increases employee's morale since they feel like part of the team in the organization which has direct influence on productivity. The study put forward that employees should be given the necessary skills and adequate training need in order to promote creativity and innovation in decision making and work attitude as this enhance organizational efficiency.

Finally, Zia, Khan and Nouman (2014) also investigated the impact of Participative Management Style on Job Satisfaction of Employees in Islamabad. Primary data were collected from 86 faculty members of universities in Islamabad. The hypotheses were tested statistically and analyzed using regression method to generate study result. Findings revealed that Participative Management style exerts a greater influence on job satisfaction of employees.

3 Research Method

The study adopted descriptive correlation survey method to explore the relationship between participatory management and employee satisfaction in Afam Power Holding Plc. The choice of research design was based on making an observation about a phenomenon that is already into existence and contributes to existing literature. Table 1 below represents the study population which comprised of 125 people. The following departments were represented in the survey: Human Resource, Marketing, Legal Service, Finance and Account, Administration, Operations and Public Relation Department.

Judgemental or purposive non-probability sampling technique was adopted in the survey. This method allowed the researchers to use intuitive or discretion in selecting the departments that represent the whole population. Both managers and subordinates of the company were administered questionnaire. Copies of the questionnaire were administered and the participants were placed on an objective response on each statement on five-point Likert-scale. Out of 125 questionnaires administered to the participant, only 106 were filled and returned while the remaining 19 were not returned and used for the study. Table 2 below shows the summary of the questionnaire administered and returned. The study hypotheses were tested and analyzed using Pearson Product Moment Correction techniques to generate study result.

Table 1: Population Distribution

Location	Names of Department	Population
NdokiOyigbo Local Government Port Harcourt	Marketing	7
	Legal Services	53
	Finance and Account	12
	Administration	20
	Human Resources	3
	Public Relation	11
	Operations	19
Total		125

Source: (Field Survey, 2019).

Table 2: Summary of Questionnaire Administered and Returned

Questionnaire Administered	Number of Questionnaire	% of Questionnaire not Returned
Number of Questionnaire Returned	106	84.80
Questionnaire not Returned	19	15.20
Total	125	100

Source: (Field Survey, 2019).

The data obtained were subjected to Cronbach’s Alpha Coefficient reliability test. The result indicated alpha value of 0.993 which is above the satisfactory level. Since the result satisfied the above condition at 60% level of alpha coefficient, it can be interpreted that the instrument was reliable.

Table 3: Cronbach’s Alpha Reliability Statistics

Cronbach's Alpha	N of Items
.993	12

Source: (SPSS Version 20).

4. Result and Discussion

4.1 Result

The data presentation and description were guided by the researchers question which were first stated after which data were analyzed appropriately.

4.1.1 Analysis of Research Question One

- ❖ What is the level of the relationship that exists between organizational structure and employee motivation in Afam Power Holding Plc?

For the purpose of this the study, participatory management represents the independent variable and proxy for organizational structure; while employee satisfaction represents the dependent variable and is proxy for employee motivation.

This section highlights respondent response on research question one using five-point Likert scales. Instruction: Please tick (✓) response according to your own opinion using: Strongly Agree (SA=5); Agree (AG=4); Undecided (UN=3); Disagree (DA=2); Strongly Disagree (SD=1). Appendix 1 shows Investigative Questionnaire on Participatory Management and Employee Satisfaction.

4.1.2 Test of Hypothesis

H_{01} : The level of organizational structure do not relate with employee motivation in Afam Power Holding Plc.

H_{A1} : The level of organizational structure relates with employee motivation in Afam Power Holding Plc.

4.1.3 Decision Rule

Reject the null hypothesis (H_0) when p-value is less ≤ 0.05 ; otherwise accept the alternate hypothesis.

4.1.4 Discussion of Result

Table 5 below revealed the result of Pearson Product Moment Correlation result. The result showed that a significant positive relationship exist between participatory management variable (organizational structure) and employee satisfaction (employee motivation). The result showed the following values; ($r = 0.986$, $N = 106$, $p = 0.000$). Since the p-value is less than 0.05, the null (H_{01}) hypothesis which states that the level of organizational structure do not relate with employee motivation in Afam Power Holding Plc was rejected, while the alternate hypothesis (H_{A1}) which states the level of organizational structure relate with employee motivation in Afam Power Holding Plc was therefore accepted.

Table 4: Pearson Product Correlations

		PM	ES
PM	Pearson Correlation	1	.986**
	Sig. (2-tailed)		.000
	N	106	106
ES	Pearson Correlation	.986**	1
	Sig. (2-tailed)	.000	
	N	106	106

Source: (SPSS Version 20)

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

PM= Participatory Management

ES= Employee Satisfaction

5. Conclusion, Recommendations and Future Research

5.1 Conclusion

The study examined the level of the relationship between participatory management (organizational structure) and employee satisfaction (employee motivation) in Afam Power Holding Plc in Port Harcourt, Nigeria. The result revealed that there exists a significant positive relationship between organizational structure and employee motivation. The result is in conformity with the findings of Zia, Khan and Nouman (2014) which revealed that the participative management style exerts a greater influence on job satisfaction of employees in Islamabad. This can be further interpreted that there is an agreement between theory and practice.

5.2 Recommendations

Based on the conclusion above, we recommend the followings;

- I. The management of Afam Power Holding Plc are advised to reinvent their strategy and adopt an organic or horizontal organizational structure which is more flexible to promote creativity and innovation in the organization. The power supply has not been

standardized and inconsistent despite the huge investment in the industry and consumers have not felt the impact of quality services rendered by the organization.

- II. They are advised to make flexible rules to empower employees to be actively involved in the decision making process. When employees are empowered they are motivated since they control and make decisions on most aspects that affect organizational productivity.
- III. Firm managers are encouraged to recognize employee input and design appropriate incentive mechanism to reward their performance. Appreciation of good work can boost organizational productivity and employee morale.
- IV. They are advised to create attractive salary to improve the level of workers welfare to avoid high turnover in the work place. Dissatisfied workers quit their job and look for better remuneration in another firm.
- V. Firms are therefore advised to improve level of communication across all levels of the organization to keep people informed about what is going on in the organization.

6 Limitation and Future Research Directions

This study was limited to only single case study, Afam Power Plc. The geographic coverage of the study was delimited to Oyigbo Local Government Port Harcourt Nigeria. This result of this research cannot be generalized. Future researchers should identify problems from another perspective to see whether study can be replicated. Future researchers are advised to identify gap from using qualitative research method and other analytic tools to contribute to existing knowledge.

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Appendix

Appendix 1: Investigative Questionnaire on Participatory Management and Employee Satisfaction

S / N	Questionnaire Items	Strongly Agree (SA)	Agree (AG)	Undecided (UN)	Disagree (DA)	Strongly Disagree (SD)	Total
A	Participatory Management						
	Organizational Structure						
1	Day to day decisions in my organization demonstrate that quality and improvement are firms top priorities.	71	24	5	4	2	106
2	Most times, i am involved in decision making that affects my work.	69	22	6	5	4	106
3	Most of the systems and processes here make it easier to reduce confusion over task expectations.	72	18	12	3	1	106
4	Our superiors keep people informed about what is going on in the organization.	67	24	9	4	2	106
5	I am involved in the decision making process.	68	28	6	3	1	106

B	Employee Satisfaction						
	Employee Motivation						
1	I have strong feelings that my effort and input are always recognize in this organization.	70	25	6	4	1	106
2	I am happy with my career path and promotion plan.	69	26	7	2	2	106
3	This is a great company for me to make contribution to my career development.	64	28	9	3	2	106
4	I receive appropriate recognition when I do good job.	76	21	5	2	2	106
5	I am proud to work for my organization.	73	19	6	3	5	106

Source: (Field Survey, 2019).

Appendix 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PM	106	1.00	74.00	21.3200	26.09074
ES	106	1.00	76.00	21.2000	26.47326
Valid N (listwise)	106				

Source: (SPSS Version 20).