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**An Assessment of Workers Participation in
Organizational Decision Making: A Case
Study of Nigeria Railway
Corporation(NRC) Enugu, Enugu State**

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AN ASSESSMENT OF WORKERS' PARTICIPATION IN
ORGANIZATIONAL DECISION MAKING: A CASE STUDY
OF NIGERIAN RAILWAY CORPORATION (NRC), ENUGU,
ENUGU STATE

BY

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JUNE, 1995.

DEDICATION

This Thesis is dedicated to my parents, Mr. & Mrs. J. O. Nwokoye,
for their exemplary parental care.

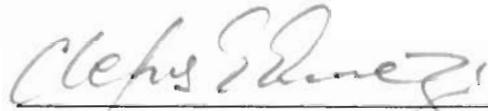
APPROVAL PAGE

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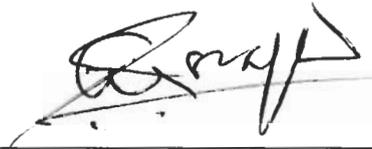


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EXTERNAL EXAMINER

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ABSTRACT

Contemporary interest in promoting workers' participation in management is extensive – in large measure because of democratic or socialist ideology, in part because of the desire to advance union power and in part because of beliefs that participation enhances productive efficiency, fosters industrial harmony or enriches the human personality.

Although there has been pressure for participation, several investigators have noted the paucity of empirical evidence regarding this critical issue.

This study therefore is an attempt to assess workers' participation in organisational decision making using Nigerian Railway Corporation (NRC) Enugu as our case study. It addresses the following specific questions: Are the employees of the NRC involved in decision making in the organization? To what extent do they want to influence organizational decision-making? What areas of decision-making do they want to exert influence? What form would they like to exert influence in decision-making? And what is the relationship between job satisfaction and participation in decision-making?

Analysis of the data showed that over the years; the management of the NRC operated on autocratic management style. The workers were hardly consulted in decision-making on issues affecting them and even on the few occasions they were consulted their views were not taken seriously.

Secondly, the study reveals a very high desire among the employees of the NRC for participating in decision-making in the organisation.

Thirdly, workers in general are interested in those issues which have immediate relevance to their work. In other words, they prefer participation in local level decision-making.

And finally, the employees prefer to participate in decision-making through union leaders.

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CHAPTER ONE

1.1: INTRODUCTION

Workers' participation in organizational decision making, commands much attention as object of study in the social sciences. Worthy of note is that social scientists have oriented themselves to the future and have suggested that participation will become increasingly more important as industrial society advances. This belief was emphasized by Harold Wilson (1969) when he said:

The pressure for greater degree of workers' democracy in whatever form – joint consultation, participation, workers council, and so on is only in its infancy. There is little doubt that we are at the beginning of a social revolution in this sphere.

This belief is not limited solely to social scientists. An indication of its pervasiveness was given by Richard Marsh (1969) who as a member of parliament, who noted that:

There is widespread interest not confined to any particular, in the concept of participation, but no consensus and very little information as to the way in which this could be achieved, or even what is usually desired.

It is important to note that interest in this concept is not a new theme. As early as 1919 the federation of British industries recommended that “workers in every industry should be given the fullest possible voice in the conditions under which they are employed” (cited in International Labour Studies Bulletin

No. 9, 1972, p. 177). Similarly, early recommendations were expressed in the psychological literature of the times Myers (1920: 176–177) for instance, noted that:

The impartial observer (cannot) deny the justice of the workers' demand for greater industrial control in these days of government by consent, of increasing democratic spirit in education, and growth of personality and responsibility.

This thesis is aimed at ascertaining the extent of workers' participation in decision making in the Nigerian Railway Corporation.

1.2: STATEMENT OF PROBLEM

There has been an upsurge of interest in recent years in the concept of workers' participation. The reasons behind pressures for this are diverse and numerous as Derber (1970: 31) notes:

Contemporary interest in promoting workers' participation in management is extensive – in large measure because of democratic or socialist ideology, in part because of the desire to advance union power and in part because of beliefs that participation enhances productive efficiency, fosters industrial harmony or enriches the human personality.

Hence, advocates of workers' participation do so in the belief that it is essential in order to achieve social justice, worker well-being, and organizational efficiency.

However, although there has been pressure for participation, several investigators have noted the paucity of empirical evidence regarding this critical issue. Foster et al (1970), for instance, claim that “few studies, ... have directed their inquiries to workers in particular.” Similarly Clarke, Fatchett

and Roberts (1972: 18–19) conclude from their reviews of the evidence that ... the present state of knowledge does not give a definitive answer to the fundamental question of to what extent workers want to participate. This paucity of knowledge on workers' participation is more glaring in Nigeria. In the case of the Nigerian Railway Corporation (N.R.C.), no studies known to this researcher exist on workers' participation in this corporation.

The lack of such knowledge is a major impediment to the successful implementation of any participatory scheme. Thus Walker (1972: 1174) for instance, points out that:

The critical factor appears to be workers' attitudes towards participation, since if there is little interest in and pressure for workers' participation among the workers, little difference is made by ... their having high capacities to participate and high perceived relative power, or by a high acceptance of participation on the part of management.

Therefore with the opinions and desires of non-managerial employees being of such crucial importance to the success of any attempt to involve workers in the process of decision-making, it is alarming to note that the evidence concerning their attitudes is most notable by its absence. The present study is an attempt to shed some light on this important issue using the NRC as a case study.

In brief, the problem of this study is summarized in the following questions: Are the employees of the NRC involved in decision making in the organization? To what extent do they want to influence organizational Decision Making? What areas of decision making do they want to exert influence? What form would they like to exert influence in decision making? What is the relationship between job satisfaction and participation in decision making?

1.3: RESEARCH OBJECTIVES

The general objective of the present study is to determine the extent of non-managerial employees' participation in decision making in the Nigerian Railway Corporation. Specifically, the study aims at the following:

1. to obtain evidence concerning non-managerial employees' desire for participation in organizational decision-making.
2. to ascertain the extent to which employees perceive themselves as currently participating.
3. to identify areas of decision making in which employees want their more or less influence.
4. to determine the form by which they would like to participate. This is important for the design of any participative system.
5. to examine the relationship between job satisfaction and participation in decision-making.

1.4: SIGNIFICANCE OF STUDY

This study is significant in many ways.

First, most cases of industrial conflict in government organizations in Nigeria have been blamed on non-participation of workers in decision making on issues affecting them. It is hoped that the outcome of this study would be of immense benefit in the design of any participative scheme.

Second, although it has frequently been suggested that job satisfaction is positively related to participation, the evidence reported in the literature is neither strong nor consistent. It is hoped that the outcome of this research or study will shed more light on the relationship between workers' participation and job satisfaction.

Third, the research findings of Euro-American scholars on decision making may not be relevant to developing countries such as Nigeria with different socio-economic and cultural milieu. The outcome of this study will address this problem.

1.5: CONCEPTUAL CLARIFICATION

(i) Participation

Participation as used in this study refers to the involvement and influence of one group of employees in the decision-making processes which have traditionally been the prerogative and responsibility of a different group of employees. This definition encompasses a vast array of different practices and processes aimed at involving non-managerial employees in the decision-making activities of their work organisations. Included are such processes as collective bargaining, productive bargaining, joint consultation, workers' management, co-determination, co-decision-making, participative management, job enrichment and job enlargement.

It is important to note that to restrict attention at the outset to a specific form of participation would place too severe constraints upon the nature of this research. In other words, although the selection of one or more of these specific forms of participation and examination of attitudes towards it, and the effects of its implementation on employee satisfaction (or, other forms of response) would yield useful information concerning the specific form of participation, it would severely limit the generality of the findings. Thus Schregle (1970: 119) for instance, states that:

It would be wrong to link the concept of participation too closely with the existence of special machinery for institutionalising and regularising labour management relations. What is important is whether and to what extent workers have an influence on the decision-making processes in the firm.

Thus, in studying worker participation in decision making in the NRC, we shall adopt the strategy of Lischeron (1974: 16) “to identify the main features which distinguish between the different participatory schemes and treat these as the focus of enquiry. In other words, we shall focus upon employees’ perceptions and desires with respect to the degree of participation (the degree of influence exerted by employees in the decision-making processes of the organisation), topics of participation (the particular decision (or decision) made within the organisation); organisational level of participation (the level of organisational decision-making at which participation occurs), and forms of participation (the specific methods, machinery or institutions through which participation operates).

(ii) Decision Making

Decision making is the act of formulating ideas which guide official acts of members of an organization in the regular discharge of their duties.

Second, although it has frequently been suggested that job satisfaction is positively related to participation, the evidence reported in the literature is neither strong nor consistent. It is hoped that the outcome of this research or study will shed more light on the relationship between workers’ participation and job satisfaction.

Third, the research findings of Euro-American Scholars on decision making may not be relevant to developing countries such as Nigeria with different socio-economic and cultural milieu. The outcome of this study will address this problem.

1.6: REVIEW OF LITERATURE

Although research in the field of workers’ participation in decision making abound, evaluation of the findings is difficult, partly due to the sheer abundance

of the evidence. In an attempt to place a useful structure upon this diverse body of knowledge an initial distinction will be made between immediate and distant participation (Strauss, 1970). The former refers to employee influence in lower levels of organizational decision-making, whilst the later refers to participation at higher levels.

Scholars such as Pateman (1970), Gordon-Brown et al (1973: 10); Hespe and Warr (1971); Hotler (1955); Hilgendorf and Irving (1969) and Morse (1953) in their studies show a widespread desire among many different categories of worker for immediate or local level participation.

In other words, they contend that workers' desire to participate in taking decisions on issues directly affecting his immediate job and work.

As with employees desire for immediate or shopfloor participation, evidence abound regarding their attitude to distant participation. Studies by Argyris (1970: 106), Blauner (1964: 20); Foster et al (1970: 20); Hotler (1965: 20 and 302); Walker (1972: 1181); Hespe and Little (1971); Scott et al (1956: 183) show that most workers are not interested in distant level participation. Argyris (1970: 106) for instance, argues that "... workers do not demand or desire complete control. They do not want to manage the entire plant". A point of caution should be made, however, lest the conclusion is reached that all efforts toward implementing participation at this level should cease.

Thus, asking individuals who essentially have little or no freedom or autonomy in their work, little or no influence over their jobs, the hours they work, the pace at which they work or the wages they can earn, to indicate how much influence they would like to have on financial or production matters, or if they would like to control the enterprises or appoint board of directors of the enterprise, might appear unrealistic, irrelevant or indeed manipulative.

It is pertinent to ascertain not only whether workers want to participate and the level at which they desire to participate but also the reasons for their interest. Opinions vary on this issue. Some scholars (Clarke, Fatchett and Roberts, 1979: 9) see participation as necessary in order to achieve social justice.

A related argument is that not only is participation in management decision-making morally justified in itself, but that it is also beneficial to the general well-being of the individual worker. Thus Argyris (1957); Blauner (1964); Likert (1967); McGregor (1960) and Taylor (1972) contend that a democratic organization in which the employee participates in decision-making contributes to mature psychological well-being whereas an autocratic organization allowing no opportunity to participate fosters immaturity, passivity and ill-health.

Furthermore, Butteries (1971); Argyris (1964); Herzberg (1966); Likert (1961) and McGregor (1960) argue that participation leads to greater efficiency. Indeed, participation has been shown under certain circumstances to be related to lower absenteeism rates (Fleishman and Harris, 1962); Lower resistance to change (Coch and French, 1948); reduced grievances (Fleishman and Harris, 1962; Straull, 1955); and higher levels of production (Paul, Robertson and Herzberg, 1969; Strauss, 1955).

Apart from the literature already reviewed, an extensive empirical literature exists on the relationships between worker participation and job satisfaction. These empirical literature are of two types – Correlational and Experimental Studies.

Correlational studies abound which show that job satisfaction is enhanced by a genuine increase in workers' participation in decision making (Blauner 1960, Slumberg 1968: 130; Weschler, Kahane and Tannenbaum 1952; Baumgartel 1956; Nearly and Blood 1968; Miller 1967, Holpin and Winer

1957; Meltzer 1956; Vroom 1959; Wickert 1951: 186; Jacobson 1951; Katz 1963 and Mann and Dent 1954.

Regrettably, these correlational studies do not provide enough proof regarding the relationship between participation and job satisfaction not only because the measures are often inappropriate, the evidence contradictory, and the methodology weak, but because the direction of causality cannot be determined. The “correlation without explanation” approach to science has been criticised by Locke (1969) on the grounds that the goal of science is to explain. Therefore correlations should be taken as the starting point of scientific research, not the end point.

In order to determine whether participation leads to job satisfaction, experimental study is necessary. A limited number of experiments is reported in the literature (Roethlisberger and Dickson 1939; Landsberger 1948; Whitehead 1938; Lewin 1947; Lawrence and Smith 1955 and Morse and Reimer (1956). In general, the results of the experiment indicated that increase in productivity and satisfaction were directly proportional to the amount of workers participation. However, like the correlational studies, these experimental works suffer some general drawbacks.

First, there is the question of generalizability of the findings. Most of the evidence stems from studies of female manual and clerical workers. Generalising from these studies to the much larger area of manual, skilled and unskilled, shopfloor operatives working in present day organizations is questionable.

The second criticism concerns the absence of any standard measure of job satisfaction. In some studies satisfaction was inferred from measures of absenteeism or labour turnover which is questionable. In conclusion, empirical evidence concerning the effect of worker participation on job satisfaction is less than conclusive. More studies, well controlled and with a variety of

workers, using standardised measures of satisfaction addressed directly at workers themselves are needed.

In concluding the review of literature, it is pertinent to mention a major shortfall of the literature. There is the question of the relevance and applicability of studies conducted in a different context to Nigeria. All the literature reviewed are works of Euro-America scholars. More importantly, none of them deals with Nigeria and the Nigerian Railway Corporation. Therefore, the relevance and applicability of these works to Nigerian situation remains questionable. Thus, the rationale for this study.

1.7: THEORETICAL FRAMEWORK

Dwight Waldo (1961: 218) defined organizational theory as “a conceptual scheme, the aim of which is to enable us to understand, to predict and to control organizational phenomena”. In this research, we shall adopt Douglas McGregor’s “Theory X” and “Theory Y”.

Douglas McGregor (1960: vi–vii) stated that “the human side of enterprise is “all of a piece”, and assumptions management holds about controlling its human resources determine the whole character of the enterprise. McGregor presented two opposite sets of assumptions that were implicit in most approaches to management. These two sets of assumptions, which he called “Theory X” and “Theory Y” can be regarded as the extremes or boundaries on a spectrum or range of assumptions.

Theory X

Theory X represents the traditional approach to managing and constitutes the bulk of managerial practices. These assumptions are:

1. The average human being has an inherent dislike for work and will avoid it if he can.

2. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed, threatened with punishment to get them to put forth adequate effort toward organizational objectives.
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.

Theory Y

The assumptions of theory Y are an attempt to redress the short comings of theory X. The accumulation of knowledge about human behaviour from many specialized fields has led to further research regarding the validity of traditional managerial assumptions. From these data, McGregor derived a new set of assumptions which he called theory Y which states that:

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. External control and the threat of punishment are not the only means for bringing about effort toward the achievement of organizational objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.
3. Commitment to objectives is a function of the rewards associated with their achievement.

Theory X encourages paternalism and authoritarian leadership. Consequently, it is undemocratic and does not encourage workers' participation in decision making. Harold Koontz (1980: 464) notes that "Theory X is pessimistic, static and rigid. Control is primarily external, that is imposed on the subordinate by the superior". In organization where management systems are based on Theory X assumptions, work restructuring, initiative and decision-making are responsibilities of management not the workers. Inevitably

work becomes unchallenging and uninteresting to the workers leading to job dissatisfaction.

In contrast to theory X, theory Y encourages industrial democracy. It is optimistic, dynamic and flexible, with emphasis on self-direction and the integration of individual needs with organizational demands (Koontz; 1980: 464). Thus, where management systems are based on theory Y assumptions, workers are assumed ambitious, trustworthy, creative and energetic. Consequently, they are allowed to participate in decision making. This management strategy often leads to feeling of belonging, the development of positive work attitudes and increased productivity by the workers.

The Nigerian Railway Corporation is aimed at providing efficient and effective transport services for the country. In order to achieve these goals, the management of the corporation must create a healthy organizational environment that encourages creativity and workers participation in decision making. In this way, they will be able to elicit the commitment and dedication of workers. Only a management system based on theory Y is capable of ensuring workers' participation in decision making. A management approach based on Theory X assumptions that the worker is indolent, lacks creativity and must be led to job dissatisfaction and a general apathy among the workforce.

1.8: HYPOTHESES

1. Employees of the NRC prefer democratic or participatory management style to autocratic management style. In other words, they want to participate in decision making in the organisation.
2. Employees of the NRC do not perceive themselves as currently participating in decision making in the organisation.
3. Employees prefer local level participation to medium and distant level participation.

4. Employees prefer indirect participation through elected representatives to direct personal participation
5. Employees' participation in decision making in an organisation enhances job satisfaction.

1.9: METHODOLOGY

Data Collection Methods or Sources

Data for this research was gathered from the following sources:

1. Primary Sources

(a) Questionnaire

Two types of Questionnaire Instrument were used. The first set of Questionnaire was administered to the junior staff of the Nigerian Railway Corporation. The Questionnaire was designed to solicit information on employees' desires for participation, areas of decision making in which employees want either more or less influence (or no change) as well as the form by which they would like to exert this influence.

The second type of Questionnaire was administered to the senior and managerial staff of the NRC. The questionnaire was designed to solicit information concerning employees participation in decision making and the extent to which this participation leads to job satisfaction etc. The questionnaire contains both structured and unstructured questions. It also contains multiple choice questions and open-ended questions.

(b) Interview

Open-ended and unstructured interviews were conducted to assess the adequacy and comprehensibility of the questionnaire and to gain information about possible shortcomings and/or omissions.

Secondary Sources

(a) *Records and Documents*

We made extensive use of official documents and records such as the Annual Reports of the NRC, some NRC annual publications NIGERAIL, Monthly notices and other official documents of the corporation.

We also made extensive use of the Nigerian ports authority annual report and the annual abstract of statistics. Also useful are the writings of scholars and practitioners on Nigerian public enterprises generally and the NRC in particular.

Information from these sources are useful in that they constitute excellent check on data obtained by other methods.

It is worthy of note that the adoption of a multiple data-gathering methods in this study is aimed at improving the reliability and validity of the data generated. Validity addresses the question "is one measuring?" On the other hand, reliability is a measure of the various errors our measurement may contain.

In establishing the reliability of the data, we relied solely on the internal consistency method of the instrument. This entails putting in certain cross-checking questions so as to establish how consistent the respondents are in their answers to earlier questions. So consistency checks were built into the questionnaire and the interview schedule.

The validity of the data was established by using the content or face validity method. This involves the need to make sure that the questions in an instrument are logically and relevantly measuring what instruments are supposed to measure.

(b) Sampling Technique

As we mentioned earlier in this proposal, the target population comprise the managerial and non-managerial staff of the Nigerian Railway Corporation. The managerial staff include all the staff occupying managerial position while, the non-managerial staff are those on grade level 01–06. Out of a total of 464 senior and managerial staff, 50 were selected using purposive sampling technique, while, out of 1,434 junior staff, a sample size of 400 was selected using simple random sampling technique. The sampling frame was made from the list of members of staff in the various departments. In order to ensure the representativeness of the sample, efforts were made to ensure that each department is adequately represented in equal proportion to its population.

Data Analysis

Data for this study was analysed using simple percentage tables.

1.10: LIMITATION OF THE STUDY

In the conduct of any research, the researcher is bound to encounter some problems, especially in the process of data collection. A major problem encountered in the conduct of this research was the uncooperative attitude of some officials who refused to grant us interview for security reasons as one of them confessed. Another problem worth mentioning was dearth of documents or recorded information on the operations of the NRC.

Despite these problems, we must admit that most of the officials of the NRC were very friendly and helpful. Through their cooperation, we were able to generate adequate data to strengthen our study.

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CHAPTER TWO

HISTORY AND ADMINISTRATIVE STRUCTURE OF THE NIGERIAN RAILWAY CORPORATION (NRC)

2.1: A HISTORY OF THE NIGERIAN RAILWAY CORPORATION (NRC)

Before we discuss the history of the Nigerian Railway Corporation (NRC), it will be ideal to undertake a brief review of early beginning of rail transport in Nigeria.

2.2: EARLY BEGINNING OF RAIL TRANSPORT IN NIGERIA

The history of railway construction in Nigeria shows that between 1879 and 1892 various applications were made to the colonial office by private (UK) interests for permission to construct railways in Nigeria. They all, however, wanted the government to guarantee a fixed rate of interest. This, the colonial office refused to permit, declaring that where a government could not itself build a railway, it should not assist a company which could not secure the confidence of the public (Mcphee, 1971: 3).

In 1892, however, the then Secretary of State for Colonies, Lord Knutsford, directed, that preliminary survey be conducted to establish an estimate of the cost of railway construction because, “the influence of the British government was no longer confined to the settlements on the coast but was being extended over the adjacent territories” (Mcphee, 1971: 108). Also another contributory factor to this change of attitude, according to Hopkins, is that “with the

advent of a serious economic crisis in the last quarter of the nineteenth century, commercial interests and government officials became convinced that railways were needed to maintain West Africa's Competitiveness in international market" (Hopkins, 1973: 128).

The survey conducted by Mr. William Shelford, M. I. C. E., revealed great potentials for trade and plans were subsequently made for a reconnaissance survey to explore alternative routes. It was not until 1895 that the then Secretary of State for the Colonies, Mr. Chamberlain, decided that the colonial government should undertake the work of railway construction in preference to relying on private enterprise.

The railway construction in Nigeria actually started in 1898 after fourteen years of conflict among various pressure groups calling for immediate construction of a railway. The construction commenced with the sanction for a 32 kilometre (3ft 6 inches or 1067 mm gauge) railway from Iddo to Otta.

The funds for the building of the railways were found in the beginning from the cheap loans which Mr. Chamberlain, advanced from the imperial government at 23/4 percent interest per annum, to be repaid within fifty years. This sufficed for work to start. As time went on and more funds were required, the successive governments resorted to the London Money Market, where their loans were floated as ordinary commercial investments. It is important to mention that in spite of the above external assistance, Railway Construction in Nigeria was financed mainly from internal revenue. Sir. F. Lugard wrote at the end of the war concerning the Eastern Railway of Nigeria that: "The line and terminals have cost about E2,000,000 sterling, and has so far been entirely financed from internal revenue and reserves (Quoted in Mcphee, 1971: 128).

During the period of railway construction in Nigeria, the planners were faced with problems arising from ignorance of the physical features of the country. The large expanse of land which were later to be amalgamated and constituted into a country called Nigeria was largely unsurveyed and uncharted. Faced with the difficulties of financing railway construction, the colonial power adopted the strategy of economic construction and avoided, as far as possible, deep cutting, high embankments, long bridge spans, tunnels and viaducts. The objective at that time was economy in the use of human and material resources (Booklet on NRC, 1987: 4).

With the exception of the Borno extension which was constructed between August, 1958 and November, 1964, the existing railway system was built between 1898 and 1927 almost in parallel straight lines connecting the ports of Lagos and Port-Harcourt with the agricultural and mining areas of the North and North East respectively.

2.3: RAIL TRACK CONSTRUCTION AND EXPANSION

The pattern of rail tract construction in Nigeria, as we shall try to show in subsequent discussions, was export-oriented. This is in line with the British primary objective of economic exploitation of the country.

The first rail line was built between 1898 and 1909 and linked the seaport of Lagos to Ibadan and Jebba. This rail line was necessary to facilitate the export of cocoa which was produced in large quantities in the western region. The second railway line was built from Baro, a port on the Niger, through Minna to Kano, by the government of Northern Nigeria with funds advanced to it by its wealthier neighbour – the government of Southern Nigeria, and was completed in 1911 (Metefe, 1916: 12).

The conception and development of the Baro-Kano line was motivated primarily by economic reason.

It was the hope of the planners that the extension of the railway to Northern Nigeria would facilitate the economic development of the territory and the evacuation of its agricultural exports, namely cotton, groundnuts, shea-nuts, hides and skins et cetera. But cotton seems to have been the major cash crop of interest even though later, groundnut became the leading export. This was because, cotton was highly needed to supply the looms of Britain's largest manufacturing enterprise – textiles. The influential British Cotton Grewing Association (B.C.G.A.), Manchester-based and agent of the cotton millers, was attempting after 1902 to find a substitute for Britain's main source of supply – the Cotton Belt of the United States of America (Hogendorn, 1970: 30).

Northern Nigeria was of interest to the B.C.G.A. even though cotton had been grown and even exported from Southern Nigeria as early as the 1860s (Morel, 1912: 225) because, reports received then in London estimated that in Northern Nigeria, “almost sufficient cotton can be grown to supply the wants of Lancashire (Atkins, 1906: 13).

As a result of the bright prospect for cotton in the North; the B.C.G.A. embarked on a campaign to acquire parliamentary support for the promotion of a new railway line, to be extended northward from Lagos to Kano.

Concurrently, a branch line was to be built at Baro on the River Niger so that cargo from the newly opened territory could be carried by shallow draught steamer during the annual period of high water. With the support of the then Under-Secretary of the Colonies, Winston S. Churchill, who argued that railway to Northern Nigeria was vital, as that area formed “the best cotton-growing region ... discovered in the wide reconnaissance of the

B.C.G.A.” (Times of London, 1907). Construction was begun in August, 1907, and the line reached Kano in 1911. Its entire length was opened to traffic on April 1, 1912.

The Nigerian Railways was constituted on October 3, 1912, by the amalgamation of the Lagos Government Railway and the Baro-Kano Railway and was operated as a civil service department designated the Nigerian Government Railway.

With the construction of a bridge across the River Niger at Jebba in 1915, the Lagos to Jebba line was linked at Minna with the Baro-Kano line. Between 1912 and 1914, the narrow gauge Bauchi light railway was opened between Zaria and Jos for the transport of tin being mined by the Niger company, the largest trading firm operating in the North. Later in 1957, the line was closed for a combination of economic and operational factors (Jakpa, 1981: 68).

In the Eastern part of Nigeria, construction started from Port-Harcourt and reached Enugu in 1916, extending to Makurdi in 1924. The Port Harcourt-Enugu line was intended to aid in tapping the coal resources at Udi in Eastern Nigeria. Palm kernel and palm oil later became additional crops handled by this line which also served as the main artery for the distribution up country of goods imported into Nigeria through the ports at Port-Harcourt and Lagos.

At about the same time the extension line to Makurdi was being constructed, construction started from Kaduna junction to join that from Makurdi at Kafanchan in 1927. Later that year, Jos was linked up. Branch lines were later laid to Kaura Namoda, Nguru and Idogo.

The most recent railway extension was the Borno extension, a 644 km long railway network from Kuru to Maiduguri. The origin of this line can

be traced to 1953. In that year, a World Bank mission visited Nigeria and recommended an extension of the railways or the construction of a heavy traffic highways if Nigeria was to meet an anticipated expansion of agricultural production in the north-eastern part of the country. The mission observed that the choice between road or rail transport for the new area must be based on the total cost of either mode to the community and on the possibility of making the users of the facility share the cost. Stressing the need for a decision to take into account the traffic potential of the developing north-east, the mission concluded that the rail alternative was likely to prove more advantageous in the end. The government opted for the rail way which was begun in 1958.

In 1962, the first section of this 644 km Borno, extension was completed with opening of the Kuru-Gombe line, while the remaining section was opened in 1964. With the addition in 1966 of a 9.6 km branch line from Alesa-Elеме oil refinery to Elemenwa in the Port-Harcourt to Enugu line, Nigeria now has a total of 3,505 kilometres of single-track, 1067 mm (3ft 6 inch) gauge railway connecting the two principal seaports, Lagos and Port-Harcourt, with the major urban centres in the interior (Onakomaiya, 1978: 317).

Table 2.1: Progress of Rail Construction in Nigeria

Section	Year	Distance
Lagos-Ibadan	1898–1901	193 km
Ibadan-Jebba	1901–1909	295 km
Baro-Kano	1907–1911	562 km
Jebba-Minna	1909–1915	255 km
PH-Enugu	1914–1916	243 km
Enugu-Makurdi	1916–1924	220 km

Kaduna-Kafanchan	1922–1927	179 km
Kafanchan-Jos	Opened to traffic in 1927	101 km
Kafanchan-Bauchi	1958–1961	238 km
Bauchi-Gombe	1961–1963	166 km
Gombe-Maiduguri	1963–1964	302 km

Source: Booklet on the Nigerian Railway Corporation (Lagos; Railway Printing Press, 1987).

Table 2.2: Nigerian Railway System Route Miles

A.

Main Line Section	Route Mileage	Kilometrage
Lagos/Apapa-Kano	700	1,126.51
Apapa Local-Ebute Metta Junction	5	8.05
Port Harcourt-Kaduna Junction	569	915.69
Kafanchan-Jos	63	101.39
Kuru-Maiduguri	<u>398</u>	<u>641.51</u>
	1,735	2,792.16

B.

Branch Line Sections

Minna-Baro	111	178
Zaira-Kaura Mamoda	137	220.47
Ifo Junction-Idogo	27	43.46
Kano-Nguru	143	230.13
Elelenwa-Alesa		
Eleme Refinery	6	9.65
Ogbaho-Nkalagu	9	14.48

Enugu-Iva Valley	5	8.04
Enugu-Ohwetti	<u>5</u>	<u>8.04</u>
	443	712.89
Total: (a) & (b)	2,178	3,505.04

Source: Nzegwu, T. I. O., "Project identification in the NRC", paper presented at the workshop on the transport sector planning for the Third National Development Plan, 1975–1980, (Ibadan: University of Ibadan, Faculty of Social Sciences, September, 1973), p. 4.

The maximum permissible speed on the Nigerian Railway at present is 65 km per hour, whereas the mainline locomotives are calibrated for speeds of 110 km/hr.

2.4: THE EMERGENCE OF THE NIGERIAN RAILWAY CORPORATION (NRC)

Up to 1955, the Nigerian Railway was managed by a Railway Department which formed an integral part of the government. The Nigerian Railway Corporation as it exists today was established by an Act of Parliament. Nigerian Railway Corporation Act 1955, as amended No. 20 of 1955. By authority of the Nigerian Railway Corporation Act 1955, the Nigerian Railway became a "body corporate with perpetual succession and a common seal with power to sue and be sued in its corporate name and to acquire, hold and dispose of movable and immovable property for the purpose of its function under the Act." (NRC Act, 1955, Part II, Section 4(1)).

The reasons for the transfer of the administration of the railways from government departments to statutory public corporations include: first, the

inadequacies in procedures and effectiveness of the bureaucracy consequent upon the changed circumstances of the post-war economic boom. In fact, justifying the transfer of the Railway from government department to a statutory public corporation, the then Hon. Minister of Transport and Works said on April 4, 1955:

Since the war, Nigeria has experienced what in fact amounts to a minor economic revolution. The country's trade and revenue have improved out of all recognition. As a result of this we hear on every side demands for better roads, for Railway extensions The country is in fact growing up, and we must be prepared to change our methods to suit the times. The Nigerian Railways, of course, plays a major part in all these economic developments, and the time has come when we should free it from the close departmental controls under which it has so far operated if it is to respond to the new demands being placed upon it. (Report of Commission of Inquiry, 1960: 98).

Second, when the Nigerian Railways was a department within the structure of the civil service, its revenue and expenditure formed part of the annual budgets of the government. According to Mcphee, "The method is unsatisfactory since it hinders individual costing and a progressive policy based on actual results. Railways have become the Milch-Cow of a previous treasury, which used the railway receipts to meet deficits elsewhere and meanwhile starved the railway of its necessary rewards and extensions (Mcphee, 1971: 115).

Consequently, the Report of the Committee on private enterprise in British Tropical Africa advocated the de-bureaucratization and commercialization of the railway departments (Mcphee, 1971: 115). This entails "(1) Separation of the railway budget from the budget of the colony (2) The grant of wider

powers to general managers (3) the constitution of railway advisory boards (4) The appointment of a Railway Inspectorate at the colonial office.” (Mcphee, 1971: 115).

It was not until the post-war years that some of these changes were effected.

2.4.1: Objectives of the Nigerian Railway Corporation

The objectives of the NRC as stated in the Railway Act of 1955 are as follows:

- (a) to manage and operate the railway and provide reasonable facilities for the carriage of passengers and goods;
- (b) to control railway expenditures;
- (c) to ensure that, so far as is practicable, annual revenues are sufficient to meet all expenditures properly chargeable to revenue; and
- (d) to direct and control the expansion of the railway system (section 15(1)).

The general objectives of the NRC has been summarized as “carriage of passengers and goods, in a manner that will offer full value for money, meet cost of operation, improve market share and quality of service; ensure safety of operations and maximum efficiency, meet social responsibility in a manner that will meet the requirements of rail users, trade, commerce, industry, government and general public” (Booklet on NRC, 1984: 4).

2.4.2: Organization and Management Structure

Constituted on 9th June, 1955, the NRC undertook responsibility for operating the railway, for effective execution of its primary objective of moving goods and passengers safely, efficiently and economically from one point to another, the NRC has a number of organs. We will now indicate the functions of these organs.

2.4.2.1: The Board of Directors

The NRC Act specifies that “The corporation shall consist of the following members:

- (a) Chairman, who shall be appointed by the minister;
- (b) twelve other members to be appointed by the minister” (section 5).

These members together with the chairman make up the board of the corporation. The members of the Board should represent different economic and social interests in the country and are expected to be people widely knowledgeable and experienced in different fields: agriculture, shipping, industry, commerce and trade, labour matters and administration (section 5). The major function of the Board is to lay down the general policy guidelines which the management of the corporation are expected to follow in the day-to-day running of the affairs of the corporation.

2.4.2.2: The General Manager

The Act further provides for the post of General Manager whose functions are to transact effectively the day-to-day business of the corporation, exercise supervision and control over the acts and proceedings of all staff of the corporation in matters of executive administration and in matters concerning the accounts and records of the corporation, among others (section 10(3)).

Under the present organizational set up, the sole administrator now performs the functions of the Board and the General Manager of the NRC.

2.4.2.3: The Director Generals

These officers are in-charge of the seven main departments of the NRC – Civil Engineering, Mechanical Engineering, Administration, Operating and Commercial, Finance, New Lines, Audit and Health Services.

The Civil Engineering Department is responsible for the proper and efficient planning, design, construction, maintenance, renewal of all track works, building, workshops, running sheds, offices, bridges, platforms, water supply and other civil engineering works. The department ensures that the track, which is technically called the permanent way and which carries railway traffic, is properly constructed and continually maintained to a high standard that will ensure the safety of goods and the travelling public carried by the railways (Nigerail, 1984: 10)

The Mechanical/Electrical Departments Procedures, repairs and maintains the rolling (coaches, wagons, locomotives), and provides as well as maintains the infrastructures for safety, efficiency and economical running of trains by the operating and commercial department.

The operating and commercial department has control over the movement and use of the rolling stock. It is also responsible for the acceptance and delivery of traffic.

The Finance Department provides the funds for the execution of the activities of the above mentioned three departments.

The Administration Department is in-charge of personnel and labour relations, manpower development and training, estate and evaluation, public relations, purchasing, running of Railway Printing Press, amongst others.

The Health Department is in-charge of health matters such as the running and management of Railway hospital and other health related matters.

The Audit Department is in-charge of internal auditing of the account of the corporation.

The New Lines Department is in-charge of the planning and construction of new lines.

2.4.2.4: The Secretary to the Corporation

The secretary to the corporation is in charge of (1) All matters concerning meetings of the Sole Administrator, Director Generals, and other top officials of the corporation; preparing the agenda for the meeting and ensuring that the decisions reached in the meeting are carried out. (2) Tenders Board Administration (3) Housing Scheme Administration (4) Amendment of Railway Tariff, that is, issue of Rate Circulars (5) Donations to charitable organizations (6) Production of the Corporation's Annual Report (7) Policy Regarding the Corporation's Annual Report (8) Maintenance of a Library containing records and publications etc. of historical value (9) Sealing of agreements and lease of documents (10) Policy regarding writeoffs (11) Land matters policy (12) General Administrative Duties (13) Performing duties as a Trustee of NRC pensions fund (14) Serving as secretary to the committee of Chief Executives of Parastatals under the Federal Ministry of Transport and Aviation (15) Executing any other duties affecting the Board or that may from time to time be specifically assigned to him by the Sole Administrator.

2.4.2.5: District Managers

The re-organization of the railway for the purpose of promoting efficiency was effected in 1970/71 financial year. Four Main Districts with Headquarters at Ibadan, Zaira, Bauchi and Enugu and two Sub-Districts with Headquarters at Kafanchan and Minna were created. District Managers were posted to man the main districts with effect from 7th January, 1971, with powers of Heads of Department on matters relating to the day-to-day running of their Districts.

Apart from promoting efficiency, the reorganization was also aimed at providing a training ground for District Managers, since they are potential

future Heads of Department, Deputy General Managers and eventually General Managers of Railway. Their suitability depend on how far they succeed in co-ordinating and administering their Districts on all matters affecting the Railway at that level.

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CHAPTER THREE

WORKERS' PARTICIPATION IN DECISION-MAKING

3.1: INTRODUCTION

This chapter focuses upon employees' perceptions and desires with respect to the degree, organizational levels and forms of participation as well as the effect of participation on job satisfaction.

3.2: MANAGEMENT STYLE AND WORKERS' PARTICIPATION IN DECISION-MAKING

The attitude of management of organizations toward participation has been a subject of interest to scholars. For instance, Clarke, Fatchett and Roberts (1972: 1174) noted as follows:

The frame of reference traditionally employed by management has limited the role of workers to the carrying out, within the competence of their occupational roles, of decisions made by those charged with the task of management.

Similarly, Derber (1970: 131–132) concludes that management interest in participation is not particularly positively oriented. He argues that:

... their professionalism interposes a barrier against involving employees in decision-making, cooperation-seeking context.

He continues by observing:

... most significantly, I found few signs of managers who were ideologically convinced of the value of extensive workers or union participation in decision-making.

Management theorists have all agreed that workers' participation in decision-making in an organization depends on the style of management existing in the organization (Fieldler, 1967; Likert, 1961; Blake and Mouton, 1964; Argyris, 1957; Tannenbaum and Schmidt, 1958 among others). In other words, whether workers participate in decision-making in an organization such as the NRC depends on the style of management of the organization. A style of management is a "relatively enduring set of behaviour which is a characteristic of the individual, regardless of the situation" (Fieldler, Chemers and Mahar, 1976; 40). In general terms two different styles of management are discernible: the democratic-participative style and the autocratic-non-participative style.

The autocratic style of management includes behaviour indicating greater restriction of freedom and more centralized and individual decision-making on the part of the manager or supervisor who then imposes or communicates the decision to his subordinates with the expectation that the decision or order will be carried out. The assumptions about human nature which support the autocratic management style generally categorize the majority of workers as indolent, possessing little ambition, having a distaste for responsibility, resistant to change, gullible, and with a nature which prefers to be led. In short, these assumptions generally embody the basic ideas summarized in McGregor's Theory X concept of management.

One of the advocates of the autocratic management style McMurry (1958: 82-90) expresses the view that since so many members of lower middle, and even top management are dependent, insecure, and ineffective, and produce primarily because they are directed by one or two hard-driving strong autocrats,

the outlook for the widespread introduction of a genuinely humanistic, democratic-participative philosophy of leadership in the near future is very dim. He considers the inadequacies and deficiencies of the democratic human relations approach so great that they render that approach unrealistic – Mcmurry suggests that subordinates be given a reasonably high latitude for freedom of action, but always within a rigidly controlled structure, with a supervisor always having the final say. Under this philosophy of leadership or management the superior would structure the subordinates' activities for them, make policy decisions which affect them, and keep subordinates in line.

On the other hand, the democratic-participative management style tends to encourage two-way communication and participation on the part of subordinates, particularly in decisions related to their immediate work and environment, as well as granting them a greater degree of autonomy and freedom in their work. Likert's (1961: 74) principles of modern leadership imply that in order to be supportive, a manager should be sensitive to the needs and feelings of his subordinates, respect and trust them and be receptive to their ideas and suggestions.

To the extent that the organization is not accountable to its employees and controls, directs, co-ordinates, orders, hires, fires, punishes, rewards, and so on, its effect will be to drive the mature adult back into passive childhood. The authority structure renders him passive and dependent, the lack of information and the nature of the job shortens his time perspective and his role in the hierarchy is invariably one of subordinate. Hence the psychological needs of the employee are at odds with the demands of the autocratic organization which is dysfunctional for both.

Unfortunately, over the years, the management of the NRC operated an autocratic management style. The workers were hardly consulted in

decision-making on issues affecting them and even on the few occasions they were consulted, their views were not taken seriously. Commenting on this ugly situation the divisional chairman of the NRC workers union said:

I would say that the style of management in the NRC is very autocratic. The views of the workers were hardly consulted before decisions on most of the issues affecting them were taken. Even when they were consulted through the union leaders, the views of the management eventually supersedes that of the workers. This has led to a strained relationship between labour and management.

All the junior workers interviewed expressed the above opinion. In contrast, most of the managerial and senior staff interviewed claimed that style of management in the organization has been democratic and participatory. For instance, the Divisional Personnel Officer of the Corporation had this to say:

The management of this Corporation operate an open administration. As a result, the views of the workers were sought before decisions on issues affecting them were taken.

However, some managerial and senior staff who sought anonymity confessed that a lot still needs to be done by the management towards enhancing employees participation in decision-making.

3.3: EMPLOYEES' DESIRES FOR PARTICIPATION

The issue of whether employees desire to participate in decision-making in their organization is a subject of interest to researchers. In other words, do the employees of an organization such as the NRC desire to participate in decision-making in the organization. As Walker (1972: 1183) rightly points out:

The critical factor appears to be workers' attitudes towards participation, since if there is little interest in and pressure for workers' participation among the workers, little difference is made by their having high capacities to participate and high perceived relative power, or by a high acceptance of participation on the part of management.

Opinions vary among scholars on this issue of employees desire for participation. Derber (1970 : 133), for instance, as a result of this survey of participation in three countries concludes that:

In none of the countries that I have visited was there much evidence of widespread or intense worker interest in participation in management decision-making, even at the shop or departmental level. In England, Israel and Australia, strong proponents of the idea all concede that educating workers to think in participation terms was essential before more progress could be achieved.

In contrast, Pateman (1970: 56) who, in referring to workers participation in decisions which directly affect their jobs, claim that "there is, at present, a widespread desire among many different categories of workers for such participation." Similarly, Gordon-Brown et al (1973: 10) note that while "... only a minority ever get actively involved in the decision-making process, ..." the great majority do want to participate in decisions as they are being taken.

Our study reveal a very high desire among the employees of the NRC for participation in decision-making in the organisation. They argue that such participation would enable them express their views on issues affecting them. They, however, regret that the present style of management in the NRC is undemocratic.

3.4: LEVEL OF PARTICIPATION

As noted earlier in this work an important issue regarding workers participation in decision-making in an organisation is the level at which they wish to participate. In other words, at what level do the employees of the NRC wish to participate in decision-making? Previous researches on this issue have made a distinction between immediate and distant level participation. The former refers to employee influence in lower levels of organizational decision-making, whilst the latter refers to participation at higher levels. The opinions regarding the desires for immediate and distant participation are numerous and diverse. In general, the majority of opinion suggests that there is little, or no desire among employees to participate in distant level decision.

For instance, Argyris (1970: 106), claims that “workers do not demand or desire complete control. They do not want to manage the entire plant”. Similarly, Blauner (1964: 18), concludes that:

The average worker does not want the responsibility for such decisions as what, for whom, and how much to produce, how to design the product; what machinery to buy; how to distribute jobs; or how to organise the flow of work. It is only when these decisions directly affect his immediate job and work load that he expects labour organizations to influence policy on his behalf.

Foster et al (1970: 20) similarly conclude “... that the worker on the shop floor is not much interested in issues which concern top-level management even when worker representatives are closely involved.”

The evidence presented above would appear to suggest that workers in general prefer immediate level participation to distant level participation. Similarly, our findings show that despite diverse opinions among the responds

on this issue, most of the junior employees interviewed preferred immediate level participation to distant level participation. In other words, they prefer immediate level participation with regard to such issues as wages and earnings, working conditions and environment, work methods and their alterations and organization.

Workers in general are interested in those issues which have immediate relevance to their work. Commenting on this issue, the divisional president of the workers union said:

Although we do not pretend to be uninterested in certain areas of decision-making, I would say that we are particularly interested in taking part in decision-making on issues directly affecting the workers such as their salary, pension, condition of service etc

Therefore, there appear to be less interest among majority of the employees in decisions normally made at higher levels of management.

3.5: FORM OF PARTICIPATION

Form of participation refers to the methods and systems by which workers participate in the decision-making process. In other words, the methods and systems by which the management of the NRC involve the workers in the decision-making process. Form of participation ranges from representing oneself to being represented by others. The former includes any and all types of communication, either in isolation or as a member of a group, with one or more of one's supervisors or managers. The latter includes being represented to management by one or more of the following individuals; trade union, worker director, works council representative, etc. Therefore, a worker may participate informally by making his views known to his superiors, or he may participate through a worker director sitting on the board of directors

representing his views or through union leaders sitting with the management representing his views.

Our study shows that the NRC Workers' Union remains the only umbrella or form of participation in the corporation. The management of the corporation meet with the union leaders whenever it suits them to discuss issues affecting the workers. However, as noted earlier in this study, the workers opinions are not bound to prevail. Indeed, as the union leaders interviewed pointed out, on most of the few occasions the union was consulted, management's view finally prevailed.

3.6: PARTICIPATION AND JOB SATISFACTION

The issue of the relationship between participation and job satisfaction has been a subject of interest to scholars. An extensive empirical literature exists on this issue. Typically, this evidence is interpreted as supporting the notion that participation is of central importance to job satisfaction. Thus Blauner (1960: 346) states that "... the greater the degree of control a worker has (either in a single dimension or as a total composite) the greater his job satisfaction. Similarly, Blumberg (1968: 123) conclude that:

There is hardly a study in the entire literature which fails to demonstrate that satisfaction in work is enhanced, or that other generally acknowledged beneficial consequences accrue from a genuine increase in workers' decision-making powers. Such consistency, I submit, is rare in social research.

Morse (1953) also reported higher job satisfaction among clerical workers in an insurance company for those employees who frequently make decisions in their job. In addition, general supervision was markedly more popular than close supervision.

One of the most thorough experiments to be carried out on the relationship of participation in decision-making processes and employed satisfaction was that of Morse and Reimer (1956: 120) Based on earlier findings, these investigators hypothesized that “an increased role in the decision-making processes for rank-and-file groups increases their satisfaction while a decreased role in decision-making reduces satisfaction.

Although these earlier studies suffer from certain drawbacks such as the question of generalisability, the absence of any standardised measure of job satisfaction, among others, they quite agree with our findings that employees participation in decision-making could lead to job satisfaction. When asked whether their non-participation in decision-making on issues affecting them demoralises them, most of the staff interviewed answered in the affirmative. They said that their non participation in decision-making has led to job dissatisfaction and a feeling of neglect and marginalisation among them. In fact, the Divisional Secretary of the National Union of Railway’s NUR’s had this to say on this issue:

There is no doubt that the non-participation of the workers in decision-making on most of the issues affecting them has led to job dissatisfaction amongst them. The workers feel neglected and have developed a nonchalant attitude towards the affairs of the company.

In conclusion, as Argyris (1957) rightly noted, a democratic organisation in which the employee participates in decision-making contributes to mature psychological well-being whereas an autocratic organization allowing no opportunity to participate fosters immaturity, passivity and ill-health and general job dissatisfaction.

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CHAPTER FOUR

4.1: TEST OF HYPOTHESIS AND ANALYSIS OF DATA

As stated earlier in this work two sets of questionnaires were administered one for management and senior/supervisory staff and another for junior staff.

Out of the four hundred questionnaires distributed to junior staff 390 were returned, 6 were missing and 4 were declared invalid. This return rate of 97.5% is considered as a very good response. Out of the 50 questionnaires distributed to management and senior/supervisory staff, 40 were returned, 8 were missing and 2 were declared invalid.

4.2: RE-STATING THE HYPOTHESIS

Hypothesis I:

Employees of the NRC prefer democratic or participatory management style to autocratic management style. In other words, they want to participate in decision making in the organisation.

To test this hypothesis, questions 4–9 were used.

Question 4:

People at higher levels are in the best position to make important decisions in an organisation.

Table 4.1: Employees' Feelings about their Desire to Participate

Response	Frequency	Percentage
(i) Strongly agree	Nil	Nil
(ii) Agree	Nil	Nil
(iii) Undecided	50	13
(iv) Disagree	150	39
(v) Strongly disagree	190	48
Total	390	100

The analysis shows that 13% of the respondents are undecided as to whether people at higher levels are in the best position to make important decisions in an organisation, 39 percent disagree with the idea while 48 percent strongly disagree. No response came from the employees as to whether they agree or strongly agree that people at higher levels are in the best position to make important decisions in an organisation.

The table therefore shows that most respondents are of the opinion that people at higher level are not in the best position to make important decisions in the organisation.

Workers' participation in organisational decision-making commands much attention as object of study in the social sciences. This belief was emphasized by Harold Wilson (1969) when he said:

The pressure for greater degree of workers' democracy in whatsoever from joint consultation, participation, workers' council and so on is only in its infancy. There is little doubt that we are at the beginning of a social revolution in this sphere.

From the response got from question 4, we then tried to find out, using question 5, if job security is best obtained by learning and following standard work procedures.

Question 5:

Job security is best obtained by learning and following standard work procedures.

Table 4.2: Job Security and Standard of Work Procedures

Response	Frequency	Percentage
(i) Strongly agree	10	2.56
(ii) Agree	40	10.26
(iii) Undecided	60	15.38
(iv) Disagree	100	25.64
(v) Strongly disagree	180	46.15
	390	99.99

The response showed that 13% of the respondents believe that security is best obtained by learning and following standard work procedures.

The respondents who viewed that job security is not best obtained by learning and following standard work procedures represents 72% of the work force sampled while 15% are undecided.

As in question 5, we tried to find out workers' view on conformity with established ways of doing things. Question 6 was used to ascertain this.

Question 6:

A person should do things in the exact manner that he thinks his superior wishes them to be done.

Table 4.3: Workers' Views on Conformity with Established Ways of Doing Things

Response	Frequency	Percentage
(i) Strongly agree	Nil	Nil
(ii) Agree	Nil	Nil
(iii) Undecided	50	12.82
(iv) Strongly disagree	150	38.46
(v) Disagree	190	48.71
	390	99.99

Table 4.3 shows that 87.17% of the respondents believed that a person should do things in the exact manner that he thinks his superiors wishes them to be done while, 12.82% were undecided while no respondent agreed that a person should do things in the exact manner that he thinks his superior wishes them to be done.

Further to this, question 7 was used to find out more on the workers' view on non-conformity with established ways of doing things.

Question 7:

Within an organization it is unwise to question well-established ways of doing things.

Table 4.4: Desire to Participate

Response	Frequency	Percentage
(i) Strongly agree	–	–
(ii) Agree	–	–
(iii) Undecided	50	12.82
(iv) Strongly disagree	150	38.46
(v) Disagree	190	48.71
	390	99.99

Table 4.4 shows that no respondent expressed any opinion on whether it is unwise to question well-established ways of doing things, 12.82% are undecided while 87% of the respondents strongly disagree that it is unwise to question well-established ways of doing things.

Question 8 was used to indicate that it is necessary for the management to give information about decisions which affect their job.

Question 8:

It is necessary that management should give the workers information about decisions which affect their job.

Table 4.5: Workers' Views on Perceived Form of Participation

Response	Frequency	Percentage
(i) Strongly agree	190	48.71
(ii) Agree	150	38.46
(iii) Undecided	50	12.82
(iv) Strongly disagree	–	–
(v) Disagree	–	–
	390	99.99

The response showed that 87.17% are of the view that it is necessary that management should give the workers information about decisions which affect their job. 12.82% are undecided while no response came from those who disagree that management should give the workers information about decisions which affect their job.

Finally, question 9 was used to find out if workers' participation in decision making is encouraged in NRC Enugu.

Question 9:

Workers' participation in decision-making in an organisation should be encouraged.

Table 4.6: Workers' Opinion about Participation in Decision-making

Response	Frequency	Percentage
(i) Strongly agree	190	48.71
(ii) Agree	150	38.46
(iii) Undecided	50	12.82
(iv) Strongly disagree	–	–
(v) Disagree	–	–
	390	99.99

From the responses received, 87.17% strongly agreed that workers' participation in decision-making in an organisation should be encouraged. 12.82% are undecided while no response came from respondents who expressed a negative view.

The preceding discussions show that participative management is indeed not practised at NRC Enugu where participative management is done, there is a positive relationship between the internal climate and job satisfaction.

Participation of workers in matters affecting their welfare makes it possible for their feelings and opinions to get to management. By allowing employees to contribute to matters of major importance, they have a sense of belonging, they feel committed, motivated and work towards the realisation of the organisation goals and objectives. Because their morale is increased, their co-operation is enlisted and so high productivity and performance will result.

Hypothesis II:

Employees of the NRC do not perceive themselves as currently participating in decision making in the organisation.

Questions 10, 11 and 12 were used to test this hypothesis. These questions were used to ascertain whether the employees of the NRC participate in decision making in the organisation.

Question 10:

To what extent are your views taken into consideration by the management when making decisions which affect your section?

Table 4.7: Perceived Participation

Response	Frequency	Percentage
(i) Not at all	300	76.92
(ii) Slightly	50	12.82
(iii) Moderately	40	10.25
(iv) Considerably	–	–
(v) Completely	–	–
Total	390	99.99

76.92% of the respondents claimed that the management do not at all take their views into consideration when making decisions which affect their section, 12.82% proved that their views are taken into consideration slightly, 10.25% of the respondents are of the opinion that their views are taken into consideration moderately while no respondent believes that workers' views are both considerably and completely taken into consideration when the management is making decisions which affect them.

From the response it was obvious that the views of employees of the NRC are not taken into consideration when the management is making decisions which affect them.

Again question 11 was used to test the extent to which the immediate supervisors of the employees take their views into consideration when he is giving them a job or task to carry out.

Question 11:

To what extent does your immediate supervisor take your views into consideration when he is giving you a job or task to carry out?

Table 4.8: Workers' Views on Management Style on Form of Participation

Response	Frequency	Percentage
(i) Not at all	300	76.92
(ii) Slightly	50	12.82
(iii) Moderately	40	10.25
(iv) Considerably	–	–
(v) Completely	–	–
Total	390	99.99

From the responses received 76.92% are of the opinion that their immediate supervisor do not take their views into consideration when he is giving them a job or task to carry out, 12.82% said that there views are taken into consideration slightly, 10.25% claims that their views are taken into consideration moderately, while no respondent is of the view that workers' opinions are both considerably and completely taken into consideration. We proceeded to ask the employees if the management gives them information about decisions which affect their job. Using question 12 and their response is presented below.

Question 12:

Do the management give you information about decisions which affect your job?

Table 4.9: Information Flow from Management to Junior Staff

Response	Frequency	Percentage
(a) Yes	40	10.25
(b) No	300	76.92
(c) Don't know	50	12.82
	390	99.99

The employees said that the management do not give them information about decisions which affect their job. This was the view of 76.92%, 10.25% said that the management give them information about decisions which affect their job while 12.82 said they don't know.

From the preceding discussions, it is obvious that the junior staff of the NRC are not involved in decisions on issues affecting them. Even on

the few occasions their views were sought, the views of the management and senior/ supervisory staff eventually prevailed.

Apart from the views of the junior staff of the NRC, the views of the management and senior/supervisory staff of the NRC were also sought in testing this hypothesis. The following questions were aimed at ascertaining whether the employees of the NRC participates in decision-making in the organisation questions 1, 2, 3, 4, 7 and 8.

Question 1:

To what extent are the views of the employees taken into consideration by the management when making decisions which affect their section?

Table 4.10: Employees' Views on Level of Participation

Response	Frequency	Percentage
(i) Not at all	1	2.5%
(ii) Slightly	1	2.5%
(iii) Moderately	12	30%
(iv) Considerably	25	62.5%
(v) Completely	1	2.5%
	40	100

From the responses got from the management, 2.5% are of the views that employees' views are not taken into consideration at all, another 2.5% says that the employees' views are slightly taken into consideration, 30% believe that employees' views are moderately taken into consideration; 62.5% are of the view that employees' opinions are considerably while 2.5% believe that employees' views are completely taken into consideration.

The analysis shows that only 2.5% of the views of the employees are being completely taken into consideration by the management when making decisions which affect their section.

From the responses got from question I, we then tried to find out using question 2 in the extent to which the immediate supervisor takes the views of the employees into consideration when he is giving them a job or task to carry out.

Question 2:

To what extent does the immediate supervisor take the views of the employees into consideration when he is giving them a job or task to carry on?

Table 4.11: Managements' Involvement of NRC Workers in Decision Making

Response	Frequency	Percentage
(i) Not at all	1	2.5%
(ii) Slightly	1	2.5%
(iii) Moderately	25	62.5%
(iv) Considerably	12	30%
(v) Completely	1	2.5%
Total	40	100

The record shows that 2.5% of the respondents are of the opinion that the immediate supervisors of employees in NRC do not take their views at all into consideration when giving a job or task for the employees to carry out, 2.5% says employees' views are slightly considered, 62.5% of the respondents are of the view that employees' views are moderately considered, 30% says that their views are considerably considered, while 2.5% says that

the immediate supervisors of employees of NRC Enugu takes the views of the employees into consideration when he is giving them a job or task to carry on?

From the response got from question 2, we then tried to ascertain if the management gives the employees information about decisions which affect their jobs.

Question 3:

Does the management give the employees information about decisions which affect their job.

Table 4.12: Employees' Involvement on Decisions which Affect their Work

Responses	Frequency	Percentage
(i) Yes	10	25%
(ii) No	25	62.5%
(iii) Don't know	5	12.5%
Total	40	100

10% of the respondents showed that the management of NRC gives the employees information about decisions which affect their job, 62.5% said that the employees are not informed about decisions which affect their jobs while 12.5% of the respondents said that they do not know if the management gives the employees information about decisions which affect their job.

The analysis shows that only 25% of the respondents are of the views that the management gives them information about decisions which affect their job.

Question 7:

To what extent are the views of the employees taken into consideration by management when making overall policy decisions?

Table 4.13: Level of Workers' Participation on Policy Decisions which Affect their Jobs

Responses	Frequency	Percentage
(i) Not at all	1	2.5%
(ii) Slightly	1	2.5
(iii) Moderately	25	62.5%
(iv) Considerably	12	30%
(v) Completely	1	2.5%
	40	100

2.5% are of the opinion that the views of the employees of NRC are not at all taken into consideration by the management when making overall policy decisions, 2.5% again are of the views that employees' views are slightly taken into consideration, 62.5% of the respondents says that it is moderately taken into consideration while 30% and 2.5% of the respondents are of the views that the views of the employees are taken into consideration both considerably and completely respectively.

The analysis shows that only 2.5% of the views of the employees are completely taken into consideration by the management when making overall policy decisions.

Question 8 was used to find out if the management of the NRC Enugu involve their workers in decision making in their organisation.

Question 8:

Generally speaking, do the management of the NRC involve the workers in decision making in the organisation?

Table 4.14: Form of Participation Obtainable in NRC Enugu

Response	Frequency	Percentage
(i) Yes	20	50%
(ii) No	10.5	12.5%
(iii) Slightly	10	25%
(iv) Don't know	5	12.5
	40	100

Table 4.14 shows 50% of the respondents are of the view that the management of NRC Enugu involve their workers in decision making in the organisation, 12.5% said that employees are not involved, 25% said the employees are slightly involved, while 12.5% said they do not know if the management of NRC involve their workers in decision making in the organisation.

Hypothesis III:

Employees prefer local level participation to medium and distant level participation.

This is aimed at ascertaining the perceived form of participation by the employees of NRC in the decision making of the organisation. Question 14 and 15 was used in getting the responses shown below:

Question 14:

Generally, what form of participation obtains in your organisation?

Table 4.15: Form of Participation

Responses	Frequency	Percentage
(i) None at all	280	71.79%
(ii) Personal talk with management	80	20.51%
(iii) Represented by a member of the workers' union	30	7.69%
(iv) Others	0	0
Total	390	99.99

71.79% of the respondents are of the views that no form of participation is obtainable in their organisation 20.51% of the respondents are saying that the form of participation obtainable in their organisation is personal talk with the management while 7.69% are maintaining the views that the form of participation in their organisation is represented by member of the workers' union while there was no response from the rest of the remaining employees.

Apart from the views of the junior staff of the NRC, the views of the management and senior/supervisory staff of the NRC Enugu were also sought in testing this hypothesis.

Question 7 was used to ascertain the form of participation that is obtainable in NRC Enugu.

Question 7:

Generally, what form of participation obtains in your organisation.

Table 4.15: Form of Participation

Responses	Frequency	Percentage
(i) None at all	280	71.79%
(ii) Personal talk with management	80	20.51%
(iii) Represented by a member of the workers' union	30	7.69%
(iv) Others	0	0
Total	390	99.99

71.79% of the respondents are of the views that no form of participation is obtainable in their organisation 20.51% of the respondents are saying that the form of participation obtainable in their organisation is personal talk with the management while 7.69% are maintaining the views that the form of participation in their organisation is represented by member of the workers' union while there was no response from the rest of the remaining employees.

Apart from the views of the junior staff of the NRC, the views of the management and senior/supervisory staff of the NRC Enugu were also sought in testing this hypothesis.

Question 7 was used to ascertain the form of participation that is obtainable in NRC Enugu.

Question 7:

Generally, what form of participation obtains in your organisation.

Table 4.17: Desired Form of Participation

Responses	Frequency	Percentage
(i) Personal talks with management	80	20.51%
(ii) Represented by a member of the workers' union	280	71.79%
(iii) None at all	30	7.69%
(iv) Others	0	0
Total	390	99.99

The records shows that 20.51% of the respondents would like their own form of participation to be personal talks with the management, 71.79% says that they would prefer to be represented by a member of the workers' union, while 70.69% of the respondents are of the opinion that they would not want any type or form of participation at all.

Hypothesis IV:

Employees prefer indirect participation through elected representatives to direct personal participation.

This is aimed at ascertaining areas of decision making in which workers want to participate.

Questions 16, 17 and 18 were used.

Question 16:

Which of the following levels of decision making have you participated in your organisation.

Table 4.18: Areas of Participation

Responses	Frequency	Percentage
(i) Local level	150	38.46%
(ii) Medium level	50	12.82%
(iii) Distant level	0	0
(iv) All of the above	0	0
(v) None of the above	190	48.71%
	390	99.99

The responses gathered that 38.46% of the respondents says that they have participated at the local level. 12.82% says that they have participated at the medium level, no responses came from employees who have participated at distant level and all of the forms of participation mentioned while 48.71% are strongly claiming that they have not participated in any of the form of participation mentioned above.

Further to this, question 17 was used to confirm if the employees of NRC Enugu are of the view that workers should participate in all levels of decision making.

Question 17:

Do you think that workers should participate in all levels of decision making?

Table 4.19: Employees' Views on Areas of Participation

Responses	Frequency	Percentage
(i) Yes	190	48.71%
(ii) No	150	38.46%
(iii) Don't know	50	12.82%
Total	390	99

The analysis shows 48.71% of the respondents are saying that workers should participate in all levels of decision making, 38.46% are maintaining that workers should not participate in all levels of decision making while 12.82% of the respondents are indicating that they don't know if workers should participate in all levels of decision making or not.

Question 18 was used to find out the stand of those respondents who are of the view that workers should not participate in all levels of decision making.

Question 18:

If your answer is no which level or levels of decision making do you think workers should participate?

Table 4.20: Workers' View About Level of Participation

Responses	Frequency	Percentage
(i) Local level	190	48.71%
(ii) Medium level	150	38.46%
(iii) Distant level	50	12.82%
	390	99

Of the total respondents 48.71% are of the views that workers should participate in decision making at local level, 38.46% are of the opinion that workers should participate at medium level while 12.82% of the respondents are maintaining that workers should participate in decision making at the distant level.

The analysis shows that workers of NRC Enugu would prefer to participate at the local level in decision making in their organisation.

Hypothesis V:

Employees participation in decision making in an organisation enhances job satisfaction.

This hypothesis aimed at ascertaining whether the workers are actually satisfied with their job and in finding out these, questions 19 and 20 were used.

Question 19:

Are you satisfied with your job?

Table 4.21: Employees' Opinion on Job Satisfaction

Responses	Frequency	Percentage
(i) Yes	50	12.82%
(ii) No	190	48.71%
(iii) Don't know	150	38.46%
Total	390	99

The responses got shows that 12.82% saw their jobs as being satisfactory, 48.71% are of the views that they are not satisfied with their jobs while 12.82% are not sure if they are satisfied with their jobs or not.

The analysis shows that the percentage of the respondents who are not satisfied with their jobs are higher and this shows that the workers are not committed to their jobs and so their productivity would be lower. For those with positive job attitude, it is expected that their productivity would be higher. But several reports have shown that this expectation need not strictly be the case.

Question 20:

Do you think that there is a relationship between worker participation in decision making in an organisation and job satisfaction.

Table 4.22: Employees' Opinion on the Relationship Between Participation and Job Satisfaction

Responses	Frequency	Percentage
(i) Yes	190	48.71%
(ii) No	50	12.82%
(iii) Don't know	150	38.46%
Total	390	99%

48.71% of the total respondents are of the view that there is a relationship between worker participation in decision making in an organisation and job satisfaction.

12.82% are saying that there is none while 38.46% are not sure that there is a relationship between worker participation in decision making in an organisation and job satisfaction.

Apart from the views of the junior staff of the NRC, the views of the management and senior supervisory staff of NRC Enugu were also sought testing this hypothesis.

Question 8:

In your own view, do you think there is a relationship between worker participation in decision-making in an organization and job satisfaction.

Table 4.23: Management and Senior/Supervisory Staff Opinion on the Relationship Between Participation and Job Satisfaction

Responses	Frequency	Percentage
(i) Yes	25	62.5%
(ii) No	10	25%
(iii) Don't know	5	12.5%
Total	40	100

62.5% of the total respondents of the management's view is of the opinion that there is a relationship between worker participation in decision making in an organisation and job satisfaction. 25% of the respondents are saying no while 12.5% of the respondents are saying that they do not know whether or not a relationship exists between worker participation and job satisfaction.

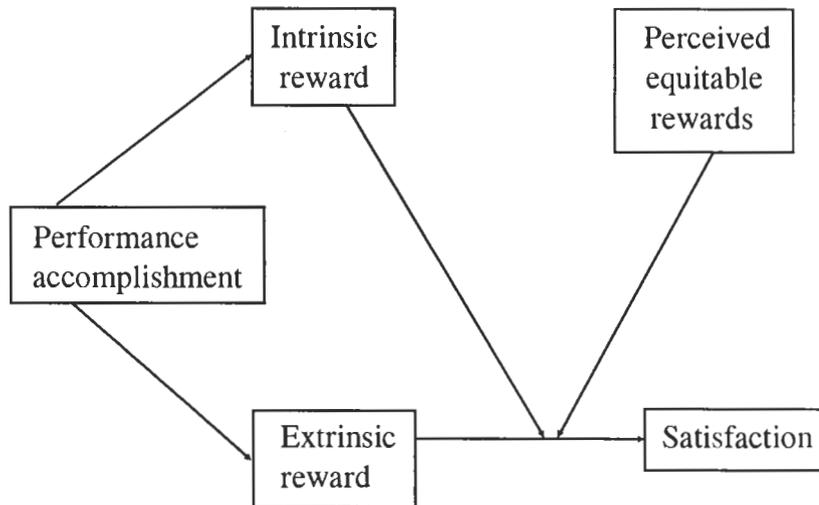
According to Invancevish (170:139–151) there is no consistent correlation between productivity and satisfaction.

A satisfied employee may not necessarily give a higher output than a dissatisfied employee. Job satisfaction must be intimately matched with proper motivational packages such factors as sex, age, relationship with fellow workers,

supervision, job content, level of education and so on do influence satisfaction (Nwankwo, 1988, 200).

Fig. 4.1: Job Satisfaction

Relationship between Productivity and Job Satisfaction



Source: Edward Lawler III and Layman W. Porter. "The effect of performance on job satisfaction" *Industrial Relations*, Vol. 7, No. 1, October, 1967, p. 21.

The schematic diagram shows that intrinsic reward comes from an inner satisfaction for achievement made, status, power. Joy is derived from the recognition accorded for a job successfully accomplished. The employees develop confidence and feels actualized. For these intrinsic values to be reinforced, they must be followed by extrinsic rewards to be made by the organisation such as NRC Enugu. Such rewards may be promotion, formal recognition, fringe benefits, opportunities for advancements as represented by their training programme.

Comments on the Analysis

The attitude of management of organisations towards participation has been of immense interest to scholars. The management theorists have all agreed that workers' participation in decision making in an organisation depends on the style of management existing in the organisation.

In other words, whether workers participate in decision-making in an organisation such as NRC depends on the style of management of the organisation. A style of management is a relatively enduring set of behaviour which is a characteristics of the individual, regardless of the situation.

Over the years, the management of NRC operated an autocratic style of management. The workers were hardly consulted in decision making on issues affecting them and even on the occasions they were consulted their views were not taken seriously.

However, some managerial and senior staff who sought anonymity confessed that a lot still needs to be done by the management towards enhancing employees participation in decision making.

As the management of NRC do not involve its workers in the decision making, cordial relationship seized to exist and with this, frequent strikes and lockouts always occur. As a result of the unhealthy internal working environment, the workers are not motivated and productivity of the response has confirmed earlier on.

In the analysis of our result, it became necessary to use McGregor's theory of human motivation known as theory X and theory Y, and Herzberg's "Motivation-Hygiene" theory. The two theories were adequate for the analysis of our results because they were applicable to the questionnaires and oral interviews of the employees. Herzberg's hygiene or maintenance factors showed that if his theory is applied in NRC in such aspects like administration of

wages, salaries, fringe benefits, working conditions, status system, company policy, interpersonal relationships which is necessary in building up employee moral that job perform and hence productivity can be raised.

Douglas McGregor's Theory X and Y was also applied in the analysis of our results from these responses to the questionnaire and verbal interviews of the employees, it was clear that theory X was been employed in NRC.

Some supervisors were authoritarian and dictatorial and believed that power should be centralized at the top and then transmitted down the organizational structure. They did not see why subordinates should give their opinions or be consulted. To them, threat and punishment were means of achieving the organisation's goals.

The NRC Enugu applies theory Y slightly. Participation in the decision affecting the workers is done through verbal talks with the workers' representatives. Responsibilities are minutely delegated to concerned workers who are trusted and allowed to use their discretion and initiative. So that conducive internal environment and cordial interpersonal relationships should be encouraged. The union and management are expected to work together towards the welfare of the staff and the achievement of the goals and objectives of the organisation.

Analysis of our findings, using McGregor's theory Y showed that the principles of this theory and our results were in agreement.

Our analyses, based on these theories, indicate that "motivators" and "hygiene" or "maintenance" factors must be properly balanced for higher productivity to result. A climate necessary for the fulfilment of both the lower order and the higher order needs of employees and the goals of the organisation must be created. Management should focus on delegation of responsibility and authority job enrichment, full utilization of employees' skills and training, granting of pay increases and promotion when deserved.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1: SUMMARY

Our study reveals a very high desire among the employees of the NRC for participation in decision-making in the organisation. They argue that such participation would enable them express their views on issues affecting them.

They however, regret that the present style of management in the NRC is undemocratic. The study shows that the NRC Worker's Union remains the only umbrella or form of participation in the corporation. The management of the corporation meets with the union leaders whenever it suits them to discuss issues affecting the workers. However as noted earlier in this study, the workers' opinions are not bound to prevail. Indeed as the union leaders interviewed pointed out, on most of the few occasions the union was consulted, managements view finally prevailed.

It can equally be noted that an increased role in the decision-making processes for rank-and-file groups increases their satisfaction while a decreased role in decision making reduces satisfaction.

But it was observed that in NRC Enugu non-participation of workers in decision making on issues affecting them demoralises them most of the junior staff interviewed revealed that their non-participation in decision making has led to job dissatisfaction and a feeling of neglect and marginalisation among them.

In conclusion, the management of NRC operate an autocratic management style. The workers were hardly consulted in decision making on issues affecting them and even on the few occasions they were consulted their views were not taken seriously.

5.2: RECOMMENDATIONS

The following recommendations are made:

- (a) Employee's involvement in the decisions affecting their current jobs and future welfare should be encouraged.
- (b) A cordial relationship should be encouraged to exist between labour and management.
- (c) The workers of NRC should be involved in the immediate or local level decision making especially on issues which have immediate relevance to their work.
- (d) The views of the union leaders in the decision making of the organisation should always prevail especially on issues which concerns them.
- (e) Incentives are to be increased as the economic climate of the organisation improves so as to boost morale and motivate workers to still higher productivity.
- (f) Funds should be sourced for the repair of equipment now lying idle.
- (g) The pension and gratuity schemes should be continued and where possible improved.

5.3: CONCLUSION

There is no doubt that the NRC policy of non-participative management has further created internal instability. Employees feel they are not part of the organisation and so are not motivated to work harder.

Majority of the employees have no job satisfaction and so their morale and productivity are not enhanced. Job satisfaction ensures high productivity.

A satisfied employee is committed and gives his best to the organisation and this was not seen at NRC Enugu.

According to Peter Blunt (1983), if the working conditions are inadequate or unsatisfactory workers will not be motivated no matter how satisfying or challenging the job itself.

Our findings have shown that a lot needs to be done on workers' participation in decision making in Nigerian Railway Corporation Enugu.

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APPENDIX I

Sub-Dept. of Public Administration
and Local Government
University of Nigeria
Nsukka.
1st May, 1994.

Dear Sir/Madam/Miss

I am a postgraduate student of the University of Nigeria, Nsukka, currently conducting a research on the "Assessment of Workers' Participation in Organisational Decision-Making: A Case Study of the Nigerian Railway Corporation (NRC)" Enugu Branch. This questionnaire is designed to obtain the necessary information required for the research. Please, be assured that your responses would be confidential and treated as such.

I am therefore appealing that you co-operate with me in achieving my objective by sincerely answering the questions in this questionnaire and ensuring that you return the questionnaire to me.

Thanks.

Yours sincerely,

Nwokoye, V. N.

**QUESTIONNAIRE FOR MEMBERS OF STAFF (JUNIOR STAFF)
OF THE NIGERIAN RAILWAY CORPORATION**

Tick ✓ against the answers of your choice in the boxes below:

Socio-Economic Background

1. Sex: (a) Male (b) Female
2. Educational Qualification/Attainment
 - (a) Primary School (b) Post Primary School
 - (c) Post Secondary School (expect University or College of Technology)
 - (d) University/College of Technology
3. Are you a junior or senior staff?
 - (a) Senior Staff (b) Junior Staff

HYPOTHESIS I: DESIRE TO PARTICIPATE

The following questions are aimed at ascertaining whether the employees of the NRC desire to participate in decision making in the organization.

What are your views on the following questions? Please tick ✓ against the answers of your choice.

4. People at higher levels are in the best position to make important decisions in an organization.
 - (a) Strongly agree (b) Agree
 - (c) Undecided (d) Disagree
 - (e) Strongly disagree

5. Job security is best obtained by learning and following standard work procedures.
- (a) Strongly agree (b) Agree
(c) Undecided (d) Disagree
(e) Strongly disagree
6. A person should do things in the exact manner that he thinks his superior wishes them to be done.
- (a) Strongly agree (b) Agree
(c) Undecided (d) Disagree
(e) Strongly disagree
7. Within an organization, it is unwise to question well-established ways of doing things.
- (a) Strongly agree (b) Agree
(c) Undecided (d) Strongly disagree
(e) Disagree
8. It is necessary that management should give the workers information about decisions which affect their job.
- (a) Strongly agree (b) Agree
(c) Undecided (d) Strongly disagree
(e) Disagree
9. Worker participation in decision making in an organisation should be encouraged.
- (a) Strongly agree (b) Agree
(c) Undecided (d) Strongly disagree
(e) Disagree.

HYPOTHESIS II: PERCEIVED PARTICIPATION

The following questions are aimed at ascertaining whether the employees of the NRC participate in decision making in the organization. Please, tick ✓ against the answers of your choice.

10. To what extent are your views taken into consideration by the management when making decisions which affect your section?
- (a) Not at all (b) Slightly
(c) Moderately (d) Considerably
(e) Completely
11. To what extent does your immediate supervisor take your views into consideration when he is giving you a job or task to carry on?
- (a) Not at all (b) Slightly
(c) Moderately (d) Considerably
(e) Completely
12. Do the management give you information about decisions which affect your job?
- (a) Yes (b) No (c) Don't know
13. In your own view do you think that the management of the NRC involve the workers in decision making in the organization?
- (a) Yes (b) No
(c) Slightly (d) Don't know

HYPOTHESIS III: FORM OF PARTICIPATION

Perceived Form of Participation

The following questions are aimed at ascertaining the perceived form of participation which the employees of NRC involves in the decision making of the organization. Please tick ✓ against the answers of your choice.

14. Generally, what form of participation obtains in your organization?
- (a) None at all
 - (b) Personal talks with management
 - (c) Represented by a member of the workers' union
 - (d) Others

Desired Form of Participation

15. In your own view, what form of participation would you prefer?
- (a) Personal talks with management
 - (b) Represented by a member of the workers' union
 - (c) None at all
 - (d) Others

HYPOTHESIS IV: LEVEL OR AREAS OF PARTICIPATION

The following questions are aimed at ascertaining areas or levels of decision making in which workers want to participate. Please, tick ✓ against the answers of your choice.

Workers' View About Participation in Local Level Decision Making

16. Which of the following levels of decision making have you participated in you organisation?
- (a) Local level
 - (b) Medium level

- (c) Distant level (d) All of the above
(e) None of the above

17. Do you think that workers should participate in all levels of decision making?

- (a) Yes (b) No (c) Don't know

18. If your answer is 'No' which level or levels of decision making do you think workers should participate?

- (a) Local level (b) Medium level
(c) Distance level

HYPOTHESIS V

19. Are you satisfied with your job?

- (a) Yes (b) No (c) Don't know

20. Do you think that there is a relationship between worker participation in decision making in an organization and job satisfaction?

- (a) Yes (b) No (c) Don't know

APPENDIX II

QUESTIONNAIRE ADMINISTERED TO THE MANAGEMENT AND SENIOR/SUPERVISORY STAFF OF THE NIGERIAN RAILWAY CORPORATION (NRC)

The following questions are aimed at ascertaining whether the employees of the NRC participate in decision making in the organisation. Please tick ✓ against the answers of your choice.

1. To what extent are the views of the employees taken into consideration by the management when making decisions which affect them?
(a) Not at all (b) Slightly
(c) Moderately (d) Considerably
(e) Completely

2. To what extent does the immediate supervisor take the views of the employees into consideration when he is giving them a job or task to carry on?
(a) Not at all (b) Slightly
(c) Moderately (d) Considerably
(e) Completely

3. Does the management give the employees information about decisions which affect their job?
(a) Yes (b) No (c) Don't know

4. To what extent are they allowed to carry out their own job in the way they think best?
- (a) Not at all (b) Slightly
(c) Moderately (d) Considerably
(e) Completely
5. To what extent are the views of the employees taken into consideration by management when making overall policy decisions?
- (a) Not at all (b) Slightly
(c) Moderately (d) Considerably
(e) Completely
6. Generally speaking, do the management of the NRC involve the workers in decision making in the organization?
- (a) Yes (b) No
(c) Slightly (d) Don't know
7. Generally, what form of participation obtains in your organization?
- (a) None at all
(b) Personal talks with management
(c) Represented by a member of the workers' union
8. In your own view, do you think there is a relationship between worker participation in decision-making in organization and job satisfaction?
- (a) Yes (b) No (c) Don't know

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