

**EFFECTS OF NON-PARTICIPATION IN DECISION – MAKING ON THE JOB  
SATISFACTION OF SENIOR ADMINISTRATIVE STAFF OF CROSS RIVER  
UNIVERSITY OF TECHNOLOGY CALABAR, NIGERIA**

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**Abstract**

*This study investigated the effects of non-participation in decision – making on the job satisfaction of senior administrative staff of Cross River University of Technology. A survey research design was adopted in this study. Two hypothesis were formulated to direct the study. Simple random sampling technique was used to select 120 subjects of the study. A nineteen-item questionnaire on the effect of non-participation of senior staff was used as the instrument for the study. Simple percentage ad frequencies statistical tools were used to test the hypothesis. The result showed that, participation in decision-making, approaches to decision making and the administrative style of the University management have a significant effect on the quality of decisions and staff job satisfaction. Recommendations were made based on the findings of the study, university authority should employ warm relationship with senior administrative staff. They should encourage group participation and regular meeting with staff to improve job satisfaction.*

**Introduction**

Participation in decision-making improves the quality of decisions usually made at any administrative level in any given system. It increases understanding and also enhances commitment in any already taken or about to be taken decision. The organization, administration, instruction and purpose of a university system involve a collective decision making (Uke et al, 1992). Ocha (1991) has deserved that

institutions managers deserve taking decision collectively on matters that particularly affect the management of the system.

According to him, this is necessary because staff job satisfaction and the systems administration are closely related to their commitment in decision making. This assertion confirms Taworis (1986) study, conducted to examine the perceived effects principal's leadership behaviour on teacher's morale. Edem (1990, ed) also opines that teacher's see themselves as active and capable individuals who can contribute to the organizational growth when they are respected, recognized and are allowed to participate in the institutions decision-making as a pre-requisite to efficient administration and job satisfaction.

In examining the effects of non-participation of senior staff in decision-making on their job satisfaction, the paper seeks to:

1. find out the impact of non-participation in decision-making on job satisfaction or senior administrative staff of CRUTECH.
2. find out the relationship between the quality of university management decision and senior staff job satisfaction.
3. recommend or suggest ways of uplifting the senior administrative staff morale to bring out satisfaction on their job.

### **Research Questions**

This study sought answers to the following research questions:

1. Does the institution decision-making process involve senior administrative staff?
2. Does the decisions of the institution create any impact on the senior staff job satisfaction?

### **Hypotheses**

To answer the above research questions the following research hypothesis were formulated:

- i. There is no significant relationship between non-participation in decision-making and senior staff job satisfaction.
- ii. University management decision-making has no significant influence on the senior staff job satisfaction.

### Methodology

One hundred and twenty (120) senior administrative staff were randomly selected from all the faculties in the university, 40 of the participants were drawn from each department, male participants were 70, while 50 were female 60% of the sample were between 26-40 years of age, while 40% were between 41-50 years. Graduate staff were 40, while 80 were holders of Higher Diploma Certificate.

A nineteen-item questionnaire on “decision-making and job satisfaction” (DMJS) was the main instrument used for this study. It was constructed by the researcher and first validated by specialists in the department of educational administration, planning and statistics. Two sections (A & B) – section A with items 1 to 15 sought information on the respondents’ personal data in terms of gender, age and academic qualification while section B comprises items which aimed at obtaining information from the subjects based on the decision-making process, qualities of decisions and job satisfaction.

The statements of items on the questionnaire provided chances for the expression of respondent opinion. The chances of expressions were as follows:

Strongly Agree	-	SA
Agree	-	A
Strongly Disagree	-	SD
Disagree	-	D

### Results

This section is discussed under the research hypotheses

#### Hypothesis 1

There is no significant relationship between non-participation in decision making and senior administrative staff job satisfaction.

**Table 1:**

S/ N	Variables	Strongly Agree		Agree		Strongly Disagree		Disagree		Agree		Disagree	
		Fe g	%	Fe g	%	Fe g	%	Fe g	%	Fe g	%	Fe g	%
1.	Decisions concerning daily activities in the University	10	83	5	42	90	75	15	12.5	15	25	10	87.5
2.	Decision-Making in the Institution is delegated to a special committee .	12	10	13	11	75	63	20	17	25	21	95	80
3.	Decisions-making taken are communicated to senior staff on time.	5	42	16	133	68	57	31	26.3	21	175	99	83.3
4.	Institution management does not make room for decision-making.	14	12	17	42	70	583	19	16	31	262	89	74.3
5.	The university management is democratic .	6	67	12	10	90	75	10	8.3	25	167	100	83.3
	Grand Total	49	43.8	63	52.2	363	805	95	195	112	187	488	813

**Key: Strongly Agree (SA) + Agree (A) = Agree**  
**Strongly Disagree (SD) + Disagree (D) = Disagree**

In table 1, analysis of senior administrative staff responses shows that out of 120 respondents, 15 (12.5%) agreed that the University Management do initiate decisions in the institution single-handedly, while 105 (97.5%) disagreed. Similarly, as of the total respondents, representing 80% disagreed that management do delegate decision-making to a committee while 25 (12%) agreed.

Senior administrative staff responses on items 3 on Table 1 show that 99 (83.3%) disagreed that decisions taken are communicated to them on time while 21 (17.5%) agreed.

Again, respondents to items 4 and 5 of the same table show that the university management is autocratic. Responses on 89 (74.3%) of the sample used in the study supported this view, while 31 (26.2%) were against.

Analysis of the result in table 1 above, using both the frequency responses and the corresponding percentage scores, showed a significant difference between positive and negative answers. The frequency score of senior staff who do not take part in the process of decision-making is higher 488 (81.2%) than scores of those who do participate 113 (18.7%). With this, the null hypothesis is retained. This indicates therefore that the senior administrative staff are never involved in decision making process.

### Hypotheses II

University decision-making has no significant influence on the senior staff job satisfaction

**TABLE 1:**

S/ N	Variables	Strongly Agree		Agree		Strongly Disagree		Disagree		Agree		Disagree	
		Fe g	%	Fe g	%	Fe g	%	Fe g	%	Fe g	%	Fe g	%
1.	Decision making in the institution is not taken hastily.	4	3.3	18	15	79	65.8	19	15.8	22	18.5	98	81.6
2.	Approached to decision	26	27.7	24	20	60	50	10	8.3	30	29	90	76

	making is accommodating.												
3.	Not taking part in decision makes implementation difficult.	15	12.5	15	12.5	80	67	10	8.3	30	25	90	75
4.	Management decision making makes room for staff involvement.	12	10	8	6.7	80	66.7	20	16.7	20	16.7	106	83.3
5.	Staff development is always considered in the university.	10	8.3	8	6.7	100	83.3	2	1.7	18	15	102	85
6.	I feel satisfied with my job due to management decision.	12	10	16	13.3	74	61.7	18	15	28	23.3	92	77
7.	Constant threat by university authority does not discourage me of my job	18	15	24	20	67	55.8	11	9.2	42	35	78	65
8.	University decisions are implemented without friction.	6	5	6	5	103	85.8	85	42	12	10	108	9
9.	University management attitude to decision and welfare does not affect my job interest.	20	16.6	10	8.3	46	38.3	44	36.5	30	25	90	75

**Key: Strongly Agree + Agree (A) = Agree**  
**Strongly Disagree (SD) + Disagree (D) = Disagree**

Table II shows the impact of the University management decision on the job satisfaction of senior administrative staff. It shows that out of 120 subjects used in the study, 89 (81.6%) disagreed while 22 (18.4%) agreed that their institution's decisions are taken prematurely. This further indicates that some decisions are always taken before the need of such decision becomes pertinent.

Response to items 2 on table II indicated that 70 (58.3%) of the sample disagreed that approaches used in making decision in the system are accommodating, while 50 (41.6%) agreed to the item. Again, the analysis revealed that decisions taken do not always create room for staff motivation, staff development and staff morale. The answers to items 4, 5, and 6 on table II show that university decisions taken do not create room for staff motivation, staff development and staff morale.

### **Discussion**

The result of the study showed that senior administrative staff are never involved in the Cross River University of Technology management decision-working process in any form. This indicates that senior staff are not committed in matters which concern student management, course allocation, material allocation and work assignment.

The finding in table one also showed that the University authority rarely summon staff general meetings and they do not announce decisions taken by top management to the staff on time. This reveals that the university authority do not encourage or promote group participation in decision-making and this has a direct effect on the implementation of the university programmes. The result of the findings also reveals that non-participation in decision-making has a significant effect on senior staff job satisfaction. This finding is similar to that of Fagbamiye (1985) who found that staff of organizations want more participation in making decisions that affect their daily activities and opportunities.

It has been observed that decisions taken at top management level do not even promote efficiency, staff development and morale. This result is also in line with Fagbamiye (1985). The report supported the fact that participative method of decision-making can lead to greater production and efficiency, as well as to higher staff morale.

### **Conclusion and Recommendations**

In view of the discussion thus far, it is concluded that participating in decision-making enhances job satisfaction and productivity in Cross River University of Technology – Calabar. It is worth noting that senior administrative staff of the institution would work more effectively and efficiently when they are party to what is decided, planned, implemented and evaluated upon.

Based on the findings of the study, the following recommendations are made.

1. Cross River University of Technology management should employ warm relationship with senior administrative staff to enable them diagnose staff problems affecting their welfare.
2. University management should be democratic in implementing administrative policies to enable staff feel the sense of belonging in the system.
3. Senior administrative staff should be motivated and allowed to attend seminars, symposia, conferences and workshops so as to develop optimum zeal for their job.

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