

Organizational Trust and Employee Performance of Selected Bottling Companies in South-South, Nigeria

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Abstract

Nigerian economy slipped into recession from last quarter of 2015 to first quarter of 2017 showing negative GDP growth of -0.36%,-2.06%,-2.34% and -1.3% for the 4 quarters of 2016 respectively. 2017 GDP figures were -1.3%,0.55%,1.4% and 2.6% for 4 quarters of 2017 showing gradual exit from recession from 2nd quarter of 2017 even though the realities on ground still portrayed a recessed economy. Massive retrenchment of workers, low output of goods and services with high accompanying prices and rising inflation came with recession. Despite the harsh economic conditions, the food and beverage sub-sector of manufacturing which includes bottling companies showed growth both in market and production capacities of 53.7% in 2015, 60.3% in 2016 and 62.2% in 2017. This phenomenon motivated the researchers to explore the human element contribution to the growth by examining the effect of organizational trust on employee performance of selected bottling companies in South-South, Nigeria. The study was anchored on Thorndike (1935) Social Exchange Theory. The research gap emerged from industry gap as none of the reviewed works was on food and beverage firms including bottling companies. Also, geographical and methodological gap emerged. The study used survey research design. Data were analysed using one way ANOVA. The study found out that there is a significant effect of participatory decision making on employee innovation since cumulative F value of (997.73) was obtained and the p-value (0.00<0.05). The study concluded that there is a significant effect of organizational trust on employee performance. The work confirms the validity of the Social Exchange Theory. For the practitioner, employees should be allowed in participative decision making to enhance the growth of the company. Respondent apathy was a limitation which was overcome by persuasion.

Keywords: Organizational Trust, Employee Performance, Participatory Decision Making, Employee Innovation.

1 Introduction

1.1 Background of the Study

Nigerian economy slipped into recession from last quarter of 2015 to first quarter of 2017 showing negative GDP growth of -0.36%,-2.06%,-2.34% and -1.3% for the 4 quarters of 2016 respectively. 2017 GDP figures were -1.3%,0.55%,1.4% and 2.6% for 4 quarters of 2017 showing gradual exit from recession from 2nd quarter of 2017 even though the realities on ground **still portrayed a recessed economy. Massive retrenchment of workers, low output of goods and** services with high accompanying prices and rising inflation came with recession. Despite the harsh economic conditions, the food and beverage sub-sector of manufacturing which includes bottling companies showed growth both in market and production capacities of 53.7% in 2015, 60.3% in 2016 and 62.2% in 2017. This phenomenon motivated the researchers to explore the human element contribution to the growth by examining the effect of organizational trust on employee performance of selected bottling companies in South-South, Nigeria. Bottling companies in Nigeria are dominated by world's biggest soft drink manufacturers-Coca Cola with its fanta, sprite and schwepps brand and PepsiCola with its pepsi and mirinda brands. In Nigeria, CocaCola is registered as Nigerian Bottling Company Plc while Pepsi Cola is registered as Seven Up Bottling Company Plc. These giants account for sales of about 38.6 million litres of soft drinks sold in Nigeria and also making Nigeria fourth ranking globally in soft drink sales with Nigeria behind USA (114.75), China (88.18) and Mexico (45.30) in top markets ranking (www.euromonitor.com, 2017). The bottling plants of Nigerian Bottling Company are located at Port-harcourt and Benin-city in South-South, Nigeria also, Seven Up Bottling Company plant is located in Benin-city, South-South, Nigeria. South-South Nigeria is one of the six geo-political zones in Nigeria. It consists of six states and their population as follows: Akwa-Ibom (3,920,208), Cross River (2,888,966), Bayelsa (1,703,358), Rivers (5,185,400), Delta (4,098,391) and Edo State (3,218,332) with a total population of 21,014,655 (www.nairaland.com).

The current population of Nigeria according to the United Nation estimates is about 194 million as at Wednesday march 21st 2018 (www.worldometers.info). The Nigerian population coupled with improvement in marketing strategies employed by the bottling companies, better distribution channels, introduction of new products and other innovations are the major growth drivers of bottling companies performance in Nigeria.

Organizational trust as a concept of our research in bottling companies in South-South, Nigeria is relevant because the human element of the organization is a vital factor of performance. Organizational trust began to receive consideration in the field of management and organizational behavior in the 80's (Oktug, 2012). In recent years, a lot of researchers have consistently emphasized the role of trust in organizational life (Tan & Tan,

2000). Organizations experience crises which are attributed to economic, social or political reasons. Whereas, there are serious problems of trust behind these crises (Erdem, 2003). Although there is a consensus between researchers that trust is an important element of management, they define trust distinctly (Blomqvist, Hurmelinna & Seppanen, 2003). Dyer and Chu (2006) assert that organizational trust is one party's confidence that the other party in the exchange relationship will not exploit its vulnerabilities. In today's competitive environment, one of the foremost conditions required for organizations to be able to sustain their presence is their ability to provide an environment of trust that gives employees a certain freedom (Wech, 2002). Suspicion dominates in an environment lacking trust and this could affect the actualization of the goals and objectives of an organization.

Organizational researchers are of the view that "organizational trust" remains the basis of employee performance (Simmons & Mclean, 2000). Employee performance is normally looked at in terms of organizational outcomes. However, it can also be looked at in terms of behavior (Armstrong, 2001). Trust in the workplace whether it exists between co-workers, leaders and followers, employers and employees, between different organizations or towards an institution has been shown to have a strong and robust influence on employee performance which are evident in employee performance indicators. They include employee engagement, turnover rate, employee innovation and return on training investment (Flaherty & Pappas, 2000; Frenkel, & Orlitzky, 2005).

The foregoing gives credence to the determination of the effect of organizational trust on employee performance of selected bottling companies in South-South, Nigeria.

The bottling companies used for this study are Nigerian Bottling Company (NBC) Benin Plant, Nigerian Bottling Company (NBC) Port-Harcourt Plant and Seven up Bottling Company, Benin plant.

1.2 Statement of the Problem

Based on a field survey, the researchers observed that the involvement of employees in critical decisions during the period of recession impacted positively on the market and production capacities of the companies in focus. However, the non involvement of employees in certain decisions such as employee remuneration, employee leave plans and employee safety has shown that there is room for improvement in terms of the nature of participatory decision making process existing in these organizations. Partial participation of staff in some decision making could impact negatively on the innovative abilities of these employees and by extension adversely affecting the performance of the focused companies.

1.3 Objectives of the Study

The broad objective of this study is to determine the effect of organizational trust on employee performance of selected bottling companies in South-South, Nigeria.

Specifically, this study seeks to:

Ascertain the effect of participatory decision making on employee innovation of selected bottling companies in South-South, Nigeria.

1.4 Research Question

What is the effect of participatory decision making on employee innovation of selected bottling companies in South-South, Nigeria?

1.5 Hypothesis

Ho: There is no significant effect of participatory decision making on employee innovation of selected bottling companies in South-South, Nigeria.

2 Review of Related Literature

2.1 Conceptual Review

2.1.1 Organizational Trust

Organizational trust has been the center of research for many scholars. Long (2002) , Wech (2002) and Steward (2004) investigated the relationship between leader/worker interactions in relation to employee performance. The authors concluded that trust is enhanced when quality relationships are present among leaders and workers.

Lester and Brower (2003), Joseph and Winston (2005), Conn (2004), Perry and Mankin (2007) Ferres, Connel and Travaglione (2005), Chenhall and Smith (2003) concluded that organizational trust is very important for effective employee performance.

Many different definitions of organizational trust are found in organizational behavior literature but they all refer to similar, intangible characteristics of human behavior. Solomon and Flores (2001) see organizational trust as a confident reliance on the integrity, honesty, or justice of another. Fukuyama (2012) defines organizational trust as expectations that arise in organizations where the superiors and sub-ordinates share common norms,

behave honestly and cooperate with each other. Dyer and Chu (2006) assert that organizational trust is one party's confidence that the other party in the exchange relationship will not exploit its vulnerabilities.

From the definitions given by different researchers, it can be deduced that organizational trust refers to intangible characteristics possessed by employees that makes others perceive them as reliable individuals. This reliability can make their superior to have a firm belief in their skills and capabilities.

2.1.2 Participatory Decision Making

Participatory decision-making (PDM) is the extent to which employers allow or encourage employees to share or participate in organizational decision making (Probst, 2005). "The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical un-equals. Such power-sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem solving, and decision-making" (McHenry, 2012). The degree of participation could range from zero to 100% in different participative management (PM) stages (Scott-Lad, 2009).

2.1.3 Employee Performance

Aguinis (2007) opines that employee performance is about behaviour or the output of the work of employees and it is determined by a combination of declarative knowledge, procedural knowledge, motivation and commitment of the employees. Wood and Stangster (2002) states that employee performance is measured against the performance standards set by the organization. Kotler and Armstrong (2002) assert that employee performance is measured in terms of the quality of output (goods and services) produced by the employee. Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong, 2001).

The definitions of various researchers on employee performance has shown that employee output level and behavior towards their job are used to determine their performance level.

2.1.4 Employee Innovation

Employee innovation is the intentional behavior of an employee to introduce or apply new ideas, products, processes and procedures to his or her work role, unit or organization (Williams, 2016). It may include introducing new technologies and techniques, suggesting new ways to achieve objective, trying new ways of performing tasks and facilitating the implementation of new ideas. Zhou (2003) asserts that innovative behavior includes both the generation or introduction and the application or implementation of the new ideas. Williams (2016) opines that employee innovation is an innovation that is driven by an employee and not just by management and thus is often indicated as employee driven innovation (EDI).

In this case, the employee works for the organization but is not in a position with a lot of control. This makes the employee unable to execute his innovative ideas without the support of management.

From the foregoing, it can be deduced that the recruitment and selection of creative and innovative employees by the human resources department of an organization is very essential as this can ensure the long term survival of an organization.

2.2 Theoretical Framework

This study is anchored on Thorndike's (1935) Social Exchange Theory (SET). The theory is centered on five central elements:

Behavior is predicated upon the notion of rationality: That is, the more a behavior results in a reward, the more individuals will behave that way.

Relationship is based on reciprocity: That is, each individual in the relationship will provide benefits to the other so long as the exchange is equitable and the units of exchange are important to the respective parties. An exchange between two individuals must be seen as fair by both parties for the relationship to continue.

Social exchange is based on a justice principle: In each exchange, there should be a norm of fairness governing behavior. The exchange must be viewed as fair when compared in the context of a wider network to third and fourth parties. This notion of distributive justice goes beyond the equity between the two principals' contribution. It involves each person comparing his or her reward to that of others who have dealt with this individual (the employee's superior) and what they received for the same or a similar contribution.

Individuals will seek to maximize their gains and minimize their costs in the exchange relation: It is important to understand that the notion of costs does not relate exclusively to financial issues; rather, costs can be incurred through the time and energy invested in a relationship.

Individuals participate in a relationship out of a sense of mutual benefit rather than coercion;

Thus, coercion should be minimized as employees tend to view the work sphere as fair and just in cases where social ties can support their interests and ambitions.

This theory is relevant to this study because a close observation of the theory has shown that if employees of Nigerian bottling company (NBC) Benin plant, Seven up bottling company Benin plant and Nigerian bottling company (NBC) Port-harcourt are allowed to participate in the decision making process of the organization, such

employees would want to reciprocate such gestures by actively utilizing their innovative abilities to the benefit of the organization.

2.3 Empirical Review

The work of Omale (2016) on the Impact of Organizational Trust on Employee Performance in Selected Service Firms in FCT-Abuja was examined. Questionnaire was used to collect data from 35 respondents randomly selected from the selected service firms, chi-square statistical tool and Z-test statistic was used to analyse the collected data. The findings showed that the formation of organizational process should be based on trust and not on the basis of power which would result in Increased Commitment, Job Satisfaction, Performance and innovation of employees and the organizations in general.

Obiwuru, Okwu, Akpa, and Nwankwere (2011) examined the effect of Organizational Trust on the Performance of Selected Banks in Imo State, Nigeria. The data collection instrument employed was the questionnaire, survey research design was used for the study, the population of study was 79, while the data were analysed using the regression analysis. The result showed that Intrapersonal Trust between superior and subordinate enhanced Firm Innovativeness.

The work of Kura, Shamsudin and Chauhan (2016) on the Effect of Organizational Trust on Employee Performance was examined. Data were obtained from 212 full-time employees of a public sector organization in Zamfara state Nigeria with the aid of the questionnaire, stratified sampling method was used for the study. Results from partial least square structural equation modeling (PLS-SEM) analyses revealed that there was a relationship between Organizational Trust and Employee Innovation.

Ibhasebhor (2014) examined the Impact of Organizational Trust on Employee Performance in Selected Plastic Firms in Delta State. Survey research design was used for the study, questionnaire was used to collect data from 58 respondents, while regression analysis was used to analyse the collected data. The result showed that Participatory Decision Making enhanced Employee Innovation.

The work of Ugwu, Ike, Onyishi and Alma (2014) on Linking Organizational Trust with Employee Performance was examined. Survey research design was used for the study, questionnaire was used to collect data from 715 employees randomly selected from seven commercial banks and four pharmaceutical companies in Enugu State, Nigeria. Regression analysis was used to analyse the data collected. The findings revealed that Psychological Empowerment was strongly related with Employee Innovation.

Abumere (2012) examined the Relationship between Organizational Trust and Employee Turnover Intentions among Nurses in Selected Government Owned Hospitals in Edo State. Questionnaire was the data collection instrument employed, a population of 747 respondents was used for the study, while Pearson Product Moment Correlation Coefficient was used to analyse the collected data. The result showed that a Lack of Employee Involvement in critical decisions that affect their job as a result of distrust could lead to their early exit from an organization as well as the inhibition of the innovative abilities of these employees

2.4 Gap in Knowledge

A review of related literature has shown that there is an existing body of knowledge on organizational trust and employee performance.

However, none of the previous studies on organizational trust and employee performance in the Nigerian environment has focused on selected bottling companies in South-South, Nigeria and none of the previous studies has used Krejcie and Morgan, (1970) sampling technique. This is the gap in knowledge that this study intends to fill.

3 Methodology

3.1 Research Design

The research design adopted for this study was the survey research design. It was used because of the nature of the study. Survey research design enables the researcher to observe what happens to the sample subjects without manipulating them.

3.2 Area of Study

The Bottling Company Plants located in South-South, Nigeria were used for the study. Table 2 shows the names of the companies and their location.

Table 1: Locations of Bottling Company Plants in South-South Nigeria

Company	Location
Nigerian Bottling Company (NBC) Plant	Benin-Auchi Express Road, Eyaen,Uhunmwonde,Edo State, South-South, Nigeria
Seven Up Bottling Company Plant	Benin-Lagos Express Road, Iguosa Village, Edo State, South-South, Nigeria
Nigerian Bottling Company (NBC) Plant	Plot 126, Trans-Amadi Industrial Estates, Port-Harcourt, Rivers State, South-South, Nigeria

Source: Nigerian Stock Exchange Annual Report (2015)

The table above shows the address and location of bottling companies located in south-south, Nigeria.

3.3 Population of Study

Table 2: Population of Employees in the Organizations of Study

Company	Population
Nigerian Bottling Company (NBC) Benin Plant	521
Seven Up Bottling Company, Benin Plant	323
Nigerian Bottling Company (NBC) Port-Harcourt Plant	563
Total	1,407

Source: Personnel Department of the Organizations of Study

The table above shows the population employees of bottling companies located in south-south, Nigeria.

3.4 Sample Size and Sampling Technique

The Krejcie and Morgan, (1970) sampling technique was used for this study. The formular is denoted below:

$$S = \frac{x^2NP(1-P)}{d^2 (N-1) + x^2P(1-P)}$$

Where S= Sample Size

X²= Table value of chi-square for 1 degree of freedom 0.05 confidence level (3.84)

N= population Size (1,407)

P= Population proportion (0.5)

d= Degree of accuracy (0.005)

$$S = \frac{3.84(1,407)(0.5)(1-0.5)}{0.05^2(1,407-1) + 3.84(0.5)(1-0.5)}$$

$$S = \frac{(2,701.44)(0.5)}{3.515 + 0.96}$$

$$S = \frac{1,350.72}{4.475}$$

$$S = 301.83 \approx 302$$

Based on the above, 302 copies of the questionnaire were randomly distributed to the respondents in the organizations of study.

3.5 Instrument of Data Collection

The data collection tool employed by the researchers was the questionnaire. It was designed on a five point Likert Scale. Strongly Agreed (SD), Agreed (A), Strongly Disagreed (SD), Disagreed (D) and Undecided (U).

The Bowley's (1926) allocation formula was used to determine the copies of the questionnaire to be distributed to each bottling plant. The formula is denoted thus:

$$N_h = \frac{n(n_h)}{N}$$

Where N_h= Number of units to be distributed to each group.

n_h = Number of respondents in each group.

n= Total Sample Size.

N= Total Population Size.

Nigerian Bottling Company (NBC) Benin Plant:

$$Nh = 302(521)/1,407 = 157,342/1,407 \\ = 111.82 \sim 112.$$

One hundred and twelve copies of the questionnaire were distributed to the employees of Nigerian Bottling Company (NBC) Benin Plant.

Nigerian Bottling Company (NBC) Port-Harcourt Plant:

$$Nh = 302(563)/1,407 = 170,026/1,407 \\ = 120.84 \sim 121.$$

One hundred and twenty one copies of the questionnaire were distributed to the employees of Nigerian Bottling Company (NBC) Port-Harcourt Plant.

Seven up Bottling Company Benin Plant:

$$Nh = 302(323)/1,407 = 97,546/1,407 \\ = 69.32 \sim 69.$$

Sixty nine copies of the questionnaire were distributed to the employees of Seven up Bottling Company Benin Plant.

3.6 Validity of the Instrument

Validity is the extent to which an instrument measures what it intends to measure. The content and face validity test were used by the researchers. The content validity of the instrument was ensured by using the sub-elements of the identified variables in drafting the questionnaire. The face validity of the instrument was ensured by properly going through the questionnaire to make sure that the variables of study are reflected in the questionnaire.

3.7 Reliability of the Instrument

This is a measure of the consistency of a particular instrument employed by a researcher. The Cronbach's Alpha reliability test was used for the study. Suwannoppharat and Kaewsu, (2015) asserts that a reliability coefficient of 0.696 and above is acceptable. Therefore, a benchmark of 0.696 was used for the study.

Table 3: Reliability Statistics for Organizational Trust

Scale: Reliability Statistics for Organizational Trust

Reliability Statistics

Cronbach's Alpha	N of Items
.745	5

Source: Field Survey, December (2018)

Since the Cronbach's Alpha score of the reliability statistics for organizational trust is greater than 0.696, it shows that the instrument is reliable.

Table 4: Reliability Statistics for Employee Performance

Scale: Reliability Statistics for Employee Performance

Reliability Statistics

Cronbach's Alpha	N of Items
.725	5

Source: Field Survey, December (2018)

Since the Cronbach's Alpha score of the reliability statistics for employee performance is greater than 0.696, it shows that the instrument is reliable. The results of the reliability test were indications of the internal consistency of the instrument.

3.8 Method of Data Collection

An on-the-spot method of data collection was adopted by the researchers in distributing copies of the questionnaire in order to ensure maximum recovery of the questionnaire administered. This was done by the researchers and two (2) research assistants. A proper orientation of the method adopted was given to the research assistants.

3.9 Method of Data Analysis

One way ANOVA was used to determine the effect of the independent variable on the dependent variable and the difference in the performance of each organization.

4 Data Presentation and Analysis

4.1 Data Presentation and Analysis

Table 6: Table of Returned and Unreturned Questionnaire

ANALYSIS OF RETURNED AND UNRETURNED QUESTIONNAIRE		
	Frequency	Percentage %
Returned Questionnaire (Valid)	261	86.42
Returned Questionnaire (Invalid)	16	5.30
Unreturned Questionnaire	25	8.28
Total Questionnaire Administered	302	100

Source: Field Survey, December (2018)

Table 7: Copies of the Questionnaire returned by each Company

THE NUMBER OF RETURNED AND UNRETURNED QUESTIONNAIRE IN EACH COMPANY				
COMPANY	Returned (Valid)	Returned (Invalid)	Unreturned	No. Administered
Nigeria Bottling Company, Benin Plant	102	4	6	112
Nigeria Bottling Company, Port-Harcourt Plant	98	7	16	121
Seven-Up Bottling Company, Benin Plant	61	5	3	69
Total	261	16	25	302

Source: Field Survey, December (2018)

Table 6 and 7 above showed that out of the 302 copies of the questionnaire administered, 261 valid questionnaires were retrieved.

4.2 Analysis of Each Organization

4.2.1 Nigerian Bottling Company (NBC) Benin Plant

Research Question

What is the effect of participatory decision making on employee innovation of Nigerian Bottling Company, Benin-Plant, south-south, Nigeria?

Descriptives

Employee Innovation

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
UD	20	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
D	20	2.0000	.00000	.00000	2.0000	2.0000	2.00	2.00
SD	20	4.0000	.00000	.00000	4.0000	4.0000	4.00	4.00
A	21	3.0476	.21822	.04762	2.9483	3.1470	3.00	4.00
SA	21	4.9048	.43644	.09524	4.7061	5.1034	3.00	5.00
Total	102	3.0098	1.41067	.13968	2.7327	3.2869	1.00	5.00

The standard deviation shows that the individual responses to the question moderately varies from the mean.

Hypothesis

Ho: There is no significant effect of participatory decision making on employee innovation of Nigerian Bottling Company, Benin-Plant, south-south, Nigeria.

Ha: There is a significant effect of participatory decision making on employee innovation of Nigerian Bottling Company, Benin-Plant, south-south, Nigeria.

ANOVA

Employee Innovation

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	196.228	4	49.057	999.293	.000
Within Groups	4.762	97	.049		
Total	200.990	101			

From the table above, the F value (999.29) shows the effect of participatory decision making on employee innovation of Nigerian Bottling Company Benin-Plant, south-south, Nigeria. Since the p-value ($0.00 < 0.05$), it shows that the result is statistically significant.

4.2.2 Nigerian Bottling Company (NBC) Port-Harcourt Plant

Research Question

What is the effect of participatory decision making on employee innovation of Nigerian Bottling Company, Port-Harcourt Plant, south-south, Nigeria?

Descriptives

Employee Innovation

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
UD	19	1.1579	.68825	.15789	.8262	1.4896	1.00	4.00
D	20	3.9000	.44721	.10000	3.6907	4.1093	2.00	4.00
SD	20	4.9000	.44721	.10000	4.6907	5.1093	3.00	5.00
A	19	1.1053	.45883	.10526	.8841	1.3264	1.00	3.00
SA	20	3.9500	.22361	.05000	3.8453	4.0547	3.00	4.00
Total	98	3.0408	1.63668	.16533	2.7127	3.3690	1.00	5.00

The standard deviation shows that the individual responses to the question moderately varies from the mean.

Hypothesis

Ho: There is no significant effect of participatory decision making on employee innovation of Nigerian Bottling Company, Port-Harcourt Plant, south-south, Nigeria.

Ha: There is a significant effect of participatory decision making on employee innovation of Nigerian Bottling Company, Port-Harcourt Plant, south-south, Nigeria.

ANOVA

Employee Innovation

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	238.971	4	59.743	266.277	.000
Within Groups	20.866	93	.224		
Total	259.837	97			

From the table above, the F value (266.28) shows the effect of participatory decision making on employee innovation of Nigerian Bottling Company Port-Harcourt Plant, south-south, Nigeria. Since the p-value ($0.00 < 0.05$), it shows that the result is statistically significant.

4.2.3 Seven-Up Bottling Company, Benin Plant

Research Question

What is the effect of participatory decision making on employee innovation of Seven-Up Bottling Company, Benin-Plant, south-south, Nigeria?

Descriptives

Employee Innovation

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
UD	12	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
D	12	4.0000	.00000	.00000	4.0000	4.0000	4.00	4.00
SD	13	4.9231	.27735	.07692	4.7555	5.0907	4.00	5.00
A	12	1.0000	.00000	.00000	1.0000	1.0000	1.00	1.00
SA	12	4.0000	.00000	.00000	4.0000	4.0000	4.00	4.00
Total	61	3.0164	1.67821	.21487	2.5866	3.4462	1.00	5.00

The standard deviation shows that the individual responses to the question moderately varies from the mean.

Hypothesis

Ho: There is no significant effect of participatory decision making on employee innovation of Seven-Up Bottling Company, Benin-Plant, south-south, Nigeria.

Ha: There is a significant effect of participatory decision making on employee innovation of Seven-Up Bottling Company, Benin-Plant, south-south, Nigeria.

ANOVA

Employee Innovation

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	168.061	4	42.015	2548.918	.000
Within Groups	.923	56	.016		
Total	168.984	60			

From the table above, the F value (2548.92) shows the effect of participatory decision making on employee innovation of Seven-Up Bottling Company Benin-Plant, south-south, Nigeria. Since the p-value ($0.00 < 0.05$), it shows that the result is statistically significant.

Implication of the Individual Analysis on the Performance of the three firms

From the analysis of Nigerian bottling company, Benin Plant, an F value of (999.29) was obtained, Nigerian bottling company, Port-Harcourt showed an F value of (266.28) while seven up bottling company showed an F value of (2548.92). The result shows that seven up bottling company performed better than the two other companies because the result showed that it had the highest F value of (2548.92).

4.4 Cumulative

Research Question

What is the effect of participatory decision making on employee innovation of selected bottling companies in South-South, Nigeria?

Descriptives

Employee Innovation

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
UD	51	1.1176	.58812	.08235	.9522	1.2831	1.00	4.00
D	53	3.9245	.38476	.05285	3.8185	4.0306	2.00	4.00
SD	53	4.9245	.38476	.05285	4.8185	5.0306	3.00	5.00
A	51	1.0784	.39208	.05490	.9682	1.1887	1.00	3.00
SA	53	3.9623	.19238	.02643	3.9092	4.0153	3.00	4.00
Total	261	3.0307	1.64288	.10169	2.8304	3.2309	1.00	5.00

The standard deviation shows that the individual responses to the question moderately varies from the mean.

Research Hypothesis

Ho: There is no significant effect of participatory decision making on employee innovation of selected bottling companies in South-South, Nigeria.

Ha: There is a significant effect of participatory decision making on employee innovation of selected bottling companies in South-South, Nigeria.

ANOVA

Employee Innovation

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	659.454	4	164.863	997.728	.000
Within Groups	42.301	256	.165		
Total	701.755	260			

From the table above, the F value (997.73) shows the effect of participatory decision making on employee innovation of selected bottling companies in south-south, Nigeria. Since the p-value ($0.00 < 0.05$), it shows that the result is statistically significant.

4.5 Discussion of Findings

The result obtained from the test of the hypothesis shows that there is a significant effect of participatory decision making on employee innovation of selected bottling companies in south-south, Nigeria. This

corroborates the work of Ugwu, Ike, Onyishi and Alma (2014). They examined the Linkage between Organizational Trust and Employee Performance in seven commercial banks and four pharmaceutical companies in Enugu State, Nigeria. The findings of their study revealed that the Psychological Empowerment of employees is strongly related to Employee Innovation. The result obtain from the test of the hypothesis is also in line with the submissions of Ibhasebhor (2014) who examined the Impact of Organizational Trust on Employee Performance in selected Plastic Firms in Delta State. The findings of his study showed that when superiors trust their sub-ordinate, they are allowed to participate in the decision making process of the organization and this enhanced Employee Innovation. The result obtained from the test of the hypothesis is also in line with the work of Omale,(2016) on the Impact of Organizational Trust on Employee Performance in selected service firms in FCT-Abuja. The findings of the study showed that the Formation of a Trust based Relationship between superiors and sub-ordinates could make impact employee innovation. The result obtained from the test of the hypothesis also corroborates the work of Obiwuru, Okwu, Akpa, and Nwankwere (2011). They examined the effect of Organizational Trust on the Performance of Selected Banks in Imo State, Nigeria. The result of their study showed that Intrapersonal Trust between superior and subordinate enhanced Firm Innovativeness.

5 Summary of Findings, Conclusion and Implication of Study

5.1 Summary of Findings

Based on the analysis, the following findings were made:

There is a significant effect of participatory decision making on employee innovation since a cumulative F value of (997.73) was obtained and the p-value ($0.00 < 0.05$).

5.2 Conclusion

Based on the findings, the researchers concludes that there is a significant effect of organizational trust on employee performance in selected bottling companies in South-South, Nigeria. The findings of the study showed that when superiors believe in the skills and capabilities of sub-ordinates, these sub-ordinates could be allowed to participate in the decision making process of the organization and this could impact employee innovation. This implies that the participation of employees in critical decisions that affects their work and lives gives them a sense of belonging which could make them indulge in positive activities that could impact the goals and objectives of the organization.

5.3 Implication of Study

For the practitioner, the following are the implications of the study:

1. Employees should be allowed in participative decision making to enhance the growth of the company.
2. The input of employees during deliberations to be taken into consideration during decision making by managers of bottling company plants located in South-South, Nigeria.

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Appendix 1

Questionnaire on Organizational Trust and Employee Performance

Options: Strongly Agree = SA, Agree = A, Strongly Disagree = SD, Disagree = D, Undecided = UD. Please tick () as it represents your view

	Questionnaire Item for Independent Variable(Organizational Trust)					
No	Participatory Decision Making	SA 5	A 4	SD 3	D 2	UD 1
1	The management of your organization do call for a general meeting of employees.					
2	Your head of department / superior frequently meets with all members of your department/ unit.					
3	Your head of department/ superior creates room for suggestions/contributions of employees on issues relating to their department.					
4	Suggestions of employees in your department are taken into consideration during decision making.					
5	When there is a problem to be solved in your department, your supervisor seeks the input of other employees.					

	Questionnaire Item for Dependent Variable(Employee Performance)	SA 5	A 4	SD 3	D 2	UD 1
	Employee Innovation					
1	There is a suggestion box where suggestions of employees are dropped in your organization.					
2	You suggest ways of improving things to your superior.					
3	Employee suggestions has aided product development, market development or human resources practices in your organization.					
4	Your superior allows employees to use their own initiative.					
5	Your superior acknowledges employees that come up with new ways of doing things.					