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PARTICIPATION IN DECISION-MAKING, IMPLEMENTATION, PROVISION OF OPINION BOXES AND JOB-SATISFACTION AMONG NON-TEACHING STAFF OF ABIA STATE UNIVERSITY, UTURU, NIGERIA

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ABSTRACT

This study examined participation in decision-making, implementation, provision of opinion boxes and job satisfaction among Non-teaching staff of Abia State University, Uturu, Nigeria. The study adopted a mixed methods research design using a Multi-stage sampling technique to select sampled respondents, 253 out of 272 questionnaires were completed and returned after field survey; data were collected through questionnaire and interviews. The quantitative data were processed using SPSS Version 20.0 and analyzed using descriptive and inferential statistics. The interviews were analyzed with QDA Miner. The hypotheses were tested using Chi-square statistic. The findings showed that the extent meetings are held in the various Non-teaching staff units/departments are high. Non-teaching staff participate in meetings but are not involved in the implementation of decision taken during staff meetings; hence, there is, no statistical significance between Non-teaching staff involvement in the implementation of decisions taken during staff meetings and job satisfaction ($p > .313$). Opinion boxes are not provided in the University for Non-teaching Staff to express their views; hence, there is, no statistical significant relationship between provision of opinion boxes and job satisfaction ($p = .158$). It was, therefore, recommended that staff should be uninterruptedly involved in the implementation of the decisions taken during meetings for a sense of belonging.

Key words: relationship, decision-making. Decision-implementation, provision of opinion boxes, job-satisfaction.

INTRODUCTION

Workers in many organizations tend to be denied the opportunity to participate in decision making and implementation processes (Wilcox, 2012; Leicht-Deobald *et a*l., 2019). This may affect job satisfaction among workers in such organizations and the attendant consequences for productivity (Alder & Ambrose, 2005; Leicht-Deobald *et a*l., 2019)**.** For example, Chikeleze and Don-Egesimba (2020) note that since participation is an aspect of employees' empowerment, some supervisors may not feel that some employee under them are competent enough to handle the responsibility of participation at certain levels, and this makes them more prone to deny them access to the decision-making process. In addition, whenever there is impediment in participation by employees, more often than not, they are faced with disposition of impersonal implementation of the directives of their supervisors since they were not given the opportunity to make inputs to the decision process where such input is necessary to enhance overall organizational goal (Chikeleze & Don- Egesimba, 2020). Moreover, implementation becomes easy when employees participate in decision making (Dede, 2019). Besides, among the top management, meetings are held to handle pressing issues while among the bottom management, meeting are for disciplinary action and conflict solving contrary to top managers to whom communication and consultations were the key reasons (Bagire, *et al*., 2015). Again, meetings have been a forum for settlement of conflicts and disputes; and sharing of experiences among members and departments is enhanced when meetings are convened and conducted well (Bagire, *et al*., 2015). More so, meetings constitute an important context for understanding organizational behaviour and employee attitude, thus, participation in meetings makes the realization of job satisfaction and employee empowerment stronger (Allen *et al*., 2016). Employee involvement in decision making also has positive effect on job satisfaction (Moshen & Sharit,(2020). In fact, job satisfaction is so important in that its absence often leads to Lethargy (Mullins, 2005). Similarly, Employees who contribute their thoughts and ideas in meetings with organizational leaders will also have a desire to engage in their work more fully (Yoerger, *et al*., 2015). Besides, attendance to conference meetings impact employees, especially professionals in their job performance through helping them maintain greater focus towards their jobs (Scholastica, 2017).

Furthermore, meetings are a complex form of workplace interactions that begin before a physical gathering and continue after it ends (Asmub & Svennevig, 2009). According to Ogbonda (2003) the need to drive organizational positive outcomes has remained one of the key reasons why

employee involvement has been advocated for by many organizational stakeholders as they desire to gain competitive advantage. Similarly, participative decision-making system increases employees' commitment to organizational goals, gives them job satisfaction and motivation, increases organizations' productivity (Elegbe & Ibikunle, 2015). Employees at the lower cadre of Nigerian organizations, however, are not allowed to take part in decisions that affect the strategic goals of the organization even though senior managers have a positive perception of participative decision-making and they see it as important for managing present-day organizations (Elegbe & Ibikunle, 2015). Likewise, Mambula, *et al*., (2021) allowing all employees involve in decision making is the best and help increases commitment of workers as well as promoting creativity and innovation in organization (Mambula, *et al*., 2021) . In the view of Kral, *et al*., (2023) incorporating or integrating meeting outcomes in subsequent work positively influences perceived meeting effectiveness because it fosters common understanding of the agenda of the meeting. More so, the incorporation of the idea and information from employee leads to organizational flexibility (Preuss & Lautsch, 2002); and meetings where employees openly participate in decision making may promote more positive outcomes for meeting attendees (Hinkel & Allen, 2013).

Another factor that tends to help workers make input in decision-making processes and enhances their job satisfaction is the issue of provision of opinion or suggestion boxes. It is. However, on record that many organizations do not provide suggestion box both at the head and site or branch offices (Okorie, 2016); and this makes a study on participation in decision-making, implementation, provision of opinion boxes and job satisfaction desirable. This is because, safety suggestion by workers have the potential of contributing positively towards workers safety behaviour as they have direct experience of site conditions and are often the first to identify the potential problems (Phoya, 2017).

Abia State University, Uturu is a state owned institution established to provide quality education services for the citizenry (Abia State University Uturu, 2016). The institution was created to expand admission and bring professional skill, expertise and modern research facilities close to city and rural dwellers **(**Abia State University Uturu, 2016; Nigeria Optometric Association, 2022). To achieve these important goals, staffs in the institution are expected to exhibit high level of job satisfaction. The non-teaching staffs of the University are the drivers of policy implementation and administrative hub of the Institution and their job satisfaction is critical for the attainment of the goal set out for the institution. Decision making and implementation can be seen in issues like

employee participation in staff discipline, being part of the Committee of staff promotion, training and development. It is, therefore, against these backdrops that this study investigated the relationship between participation in decision-making, implementation, provision of opinion boxes and job satisfaction among non-teaching staff of Abia State University, Uturu, Nigeria.

Study Objectives: The objective of this study includes:

- To determine whether meetings are held in the various non-teaching staff units/departments in the University.
- To assess whether Non-teaching staff participate in staff meetings.
- Investigate whether Non-teaching staff are involved in the implementation of decisions taken during staff meetings.
- To determine whether opinion boxes are provided in the University for Non-teaching Staff to express their views on how the University should be run.

Research Questions: The research questions are as follows:

- To what extent are meetings for non-teaching staff held in the various units of the University?
- To what extent do non-teaching staff participate in staff meetings?
- How are non-teaching staff involved in the implementation of decisions taken during staff meetings?
- To what extent are opinion boxes provided in the University to enable non-teaching staff express their views on how the University should be run?

Hypotheses: Four hypotheses are formulated to guide this study as follows:

- There is a significant relationship between meetings held in the various non-teaching staff units/departments and job satisfaction among respondents in the University.
- There is a significant relationship between Non-teaching staff participation in staff meetings and job satisfaction.
- There is a significant relationship between non-teaching staff involvement in the implementation of decisions taken during staff meetings and job satisfaction.
- There is a significant relationship between the provision of opinion boxes in the University for non-teaching staff to express their views on how the University should be run and job satisfaction.

Theoretical Framework

This study adopts human relations approach by Elton Mayo. This is because this approach is seen as ushering in a new era of organizational humanism, and also lays emphasis on the effect of work group, employee attitudes and manager- employee relationship on the organization. The approach evolved out of a series of studies carried out at the Hawthome plant of western Electric company between 1927 and 1932 in Chicago, United state of American (Girigiri, 2006).The Human Relations Theory arose from the premise that the co-operation of workers in desirable for the attainment of the objectives of high productivity and industrial peace. It contends that workers would be better motivated if they are created like human beings rather than as irrational objects. For instance, by making them have a feeling that the organization accords them recognition by involving them in the decision making process (Mambula *et al*., 2021). In the light of the theory, the worker is to be perceived in terms of his membership of a social group rather than an individual (Omolawal, 2021)

Consequently, behaviour is seen as a response to group norms rather than simple being directed by financial considerations. Workers should be expected to react to group norms so that when they are giving the opportunity to take part in management decision making, they will be satisfied and are likely to respond positively to organizational issues (Kozlowski & Ilgen, 2006).

Management must accept and co-operate with informal work groups since they provide a context in which many of the workers needs are satisfied (Daniel, 2018). So managers must ensure that the norms of informal groups are in line with the goals of the organization. One way of accomplishing this objective is to invite groups of workers to participate in decision- making (Daniel, 2018; Zhenjing *et al*., 2022). This is based on the idea that workers will be more committed to their task if they have a voice in determining how those tasks are to be performed (Zhenjing *et al*., 2022). By discovering ways of involving informal work group within the organization, this group can become a major driving force for the realization of organization goal (Daniel, 2018; Zhenjing *et al*., 2022). This theory has been criticized for over-emphasizing on group work, group decision-making and participation in the decision-making processes but neglecting the fact that, in reality, this might not hold water in practice (Emmanuel, 2021)

The proponents of group participation in decision - making overlook the implications of consequent increase in group domination of its members (Girigiri, 2006; Iheriohanma, 2002). The

relevance of this theory to the study is that it brings to our knowledge that normal interaction of workers at the work place always creates a social network called the informal group or organization. Group life is a source of social and emotional satisfaction for individual member. Management must ensure that informal norms are in agreement with the organization goal. Furthermore, discovering ways of involving informal work groups within organization, can make them become key players in the realization of the goals of organizations.

Methodology

The study adopted mixed research design. This is because it enabled the researcher obtain data through the questionnaire and In Depth Interview in order to interrogate the relationship between the Independent variable (participation in decision –making) and the independent variable (job satisfaction). The scope is limited to all the non-teaching regular staff of the University. The study was conducted at Abia State University, Uturu. The focus was on the participation of the non-teaching staff of the University in decision making process and the effect of this on their job satisfaction.

The population included all the regular non-teaching staff in all units of the University as listed in table1.

Table 1: Population of Study

S/No	*Department/Unit*	*No of Staff*
1	Vice Chancellor	30
2	Registry	43
3	Bursary	45
4	Library	45
5	Security	150
6	Medical Centre	46
7	Works and Services	120
8	Physical Planning	30
9	Student Affairs	70
10	Directorates	53
11	Faculties and their departments	219

	Total	**851**

Source: *Personnel Unit ABSU*

The sample size for the study was 272 obtained through the formula by Yamane (1969) for sample size determination as thus:

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

Where n = sample size sought

N= Population

e = Alpha level

1= constant

Therefore:

n = 851/1+851(0.05)^2

n = 851/1+851 (0.0025)

n = 851/ 1+ 2.1275

n = 851/3.1275

n = 272

Five heads of department listed on table 1 together with three union leaders of the Non Academic Staff were involved in the qualitative study (In Depth Interview). Multi stage sampling techniques involving cluster sampling, proportionate stratified sampling and availability sampling techniques was adopted in selecting the respondents for the quantitative data. At first, the areas where non-teaching staff work in the university were clustered into eleven units/departments. Secondly, proportionate stratified sampling which ensures proportionate representation of the units in the sample was used. Furthermore, the actual respondents were selected using availability sampling.

For the qualitative study, purposive sampling was used to select eight (8) staff. Five heads of units/departments and three union leaders of non-academic staff extraction were purposively selected for the In-Depth Interview (IDI). The purpose was to select heads of units who are

knowledgeable in administrative issues and are in charge of coordinating workers' activities in the units.

Table 2: Sample size of the study

S/No	*Department*	*No of Staff*	*Sample Size*
1	Vice Chancellor	30	30/851 x 272/1 = 10
2	Registry	43	43/851 x 272/1 = 14
3	Bursary	45	43/851 x 272/1 = 14
4	Library	45	45/851 x 272/1 = 14
5	Security	150	150/851 x 272/1 = 48
6	Medical Centre	46	46/851 x 272/1 = 15
7	Works and Services	120	120/851 x 272/1 = 38
8	Physical Planning	30	30/851 x 272/1 = 10
9	Student Affairs	70	70/851 x 272/1 = 22
10	Directorates	53	53/851 x 272/1 = 17
11	Faculties and their departments	219	219/851 x 272/1 = 70
	Total	**851**	**272**

Source: *Personnel Unit ABSU*

The questionnaire served as the primary source and major instrument for data collection. The questionnaire was in two sections - A and B. Section A is on the socio-demographics of the respondents. Section B deals with substantive issues of the research derived from the objective of the study. The questionnaire were structured to elicit the necessary information from the respondents. The responses were made on a continuum from "very high extent" to "very low extent" with "high extent" and "low extent" in-between. The study also made use of in-Depth Interview (IDI) for getting qualitative data.

The questionnaire was administered to the 272 respondents on face-to-face basis by the researcher and two research assistants, 253 out of 272 questionnaires were completed and returned after field survey;. The research assistants were given basic orientation on the key issues of the study to enable function well in the field work. The IDI was conducted by the researcher. The respondents were purposively selected to include the heads of the various units being studied and the union leaders of the Non-teaching staff. Simple descriptive statistical tools like percentages and frequency tables were used for the analysis of socio-demographic characteristics of respondents, as well as data on the substantive issues of the study. Chi-Square was used for the test of hypotheses. The qualitative data were carefully edited/cleaned, sorted, translated and transcribed and further analyzed using the qualitative data software (QDA Miner)

Results

Socio-Demographic Characteristics of Respondents

Table 4.1: Distribution of Respondents by their Socio-Demographic Characteristics (n=253)

	Variables	***Frequency (F)***	***Percent (%)***
Unit/Department	Vice Chancellor Office	22	8.7
	Quality Assurance	17	6.7
	Library	32	12.6
	Environmental science	12	4.7
	Registry	45	17.8
	Works/Service	22	8.7
	Admissions unit	37	14.6
	Security	66	26.1
	Total	**253**	**100**
Gender	Male	138	54.5
	Female	115	45.5
	Total	**253**	**100**
Age	Below 23	18	7.1
	24 -29	78	30.8
	30 – 35	105	41.5
	36 -41	24	9.5

	42 – and above years	28	11.1
	Total	**253**	**100**
Educational attainment	FSLS	36	14.2
	WASCE/SSCE	51	20.2
	NCE/ND; B.Sc./HND	146	57.7
	M.sc/Ph.D.	20	7.9
	Total	**253**	**100**
Years of Service	1 – 5 years	45	19.4
	6 – 10 years	36	14.2
	11 – 15years	63	24.9
	16 -20 years	21	8.3
	21 and above	84	33.2
	Total	**253**	**100**
Position in Department	PAR	46	18.2
	SENIOR ESTATE	42	16.6
	Secretary	19	7.5
	Senior Assistant Registrar	36	14.2
	Clerical position	43	17.0
	Admin Assistant	21	8.3
	Deputy registrar	46	18.2
	Total	**253**	**100**

Field survey: 2023

Table 3 shows the socio-demographic data of the respondents and key variables. With respect to Unit/Department the respondents belonged it was found that a majority of the respondents 66(26.1%) belonged to the security department while 12(4.7%) belonged to Environmental Science, though other departments recorded includes Vice Chancellor's Office 22(8.7%), admissions unit 37(14.6%), workshop/services 22(8.9%). In terms of gender, a majority of the respondents 138(54.5%) were male, while 115(45.5%) were female. The age of the respondents shows that a majority were between the ages of 30 – 35 (41.5%) while the least age was below 23 years (7.1%). The educational attainment showed that a majority of the respondents 146(57.7%) had their NCE/ND; B.Sc; HND while 20(7.9%) had their M.Sc and Ph.D. From the years of

service, the data showed that 84(33.2%) have worked for 21 years and above, while 21(8.3%) were between 16-20 years in service. Lastly, with regards to the departments the respondents belonged to, table 4.1 shows that a majority of the respondents 46(18.2%) were in Principal Assistant Registrar (PAR), deputy registrar while 19(7.5%) belonged to senior assistant registrar

Research Question One: To what extent are meetings for non-teaching staff held in the various units of the University. The responses are presented in tables 4, 5, 6 and 7.

Table 4: Staff meetings are held in my unit/department

Options	***Frequency***	***Percentage***	***Total score***	***Mean Score***	***Criterion mean***
Strongly Agree (4)	67	26.5	268		
Agree (3)	86	34.0	258		
Disagree (2)	58	22.9	116	2.7	2.5
Strongly Disagree (1)	42	16.6	42		
Total	**253**	**100**	**684**		

Field survey: 2023

Table 4 shows the distribution of respondents on the extent staff meetings are held in the different units. The data shows that 67(26.5%) strongly agreed; 86(34.0%) agreed, 58(22.9%) disagreed while 42(16.6%) strongly disagreed. The weighted scores of these responses are shown on the table and the mean score is 2.7. This is above the criterion mean of 2.5. The finding therefore indicates that staff meetings are held across various units/department in Abia State University, Uturu. This corroborated the IDI data. One of the IDI respondents, for example, said: "We normally hold informal meeting in my department, not statutory, and we normally hold departmental meetings which is headed by the faculty officer". Another respondent also said: "Yes, we do hold meetings in my unit once in a while. We call for meetings to source for people's opinion to know the way forward in the office".

Table 5: Distribution of Response by whether Respondents like the Number of Times Meetings are Held in their Units/Departments

Options	*Frequency*	*Percent*	*Total score*	*Mean score*	*Criterion score*
Strongly Agree (4)	102	40.3	408		
Agree (3)	22	8.7	66		
Disagree (2)	65	25.7	130	2.6	2.5
Strongly Disagree (1)	64	25.3	64		
Total	**253**	**100**	**668**		

Field survey: 2023

Table 5 shows the distribution of respondents by whether they like the frequency of meetings held in their units/departments. The data shows that 102(40.3%) strongly agreed; 22 (8.7%) agreed; 65(25.7%) disagreed; 64(25.3%) strongly disagreed. The weighted scores of these responses are shown on the table and the mean score is 2.6. This is above the criterion mean of 2.5, indicating that the non-teaching staffs of Abia State University like the number of times meetings are held in their various units/departments. This also corroborated the qualitative data, for example, one of the IDI respondents said:

‘‘The meeting is held twice in a month. Actually, it is held in response to situations in the office. What do I mean by we normally convene meetings? Often times when there are functions like matriculation, convocation, the staffs are gathered to take instructions on what to do’’

Table 6: Responses on whether Holding Meetings Gives Satisfaction

Options	*Frequency*	*Percent*	*Total score*	*Mean score*	*Criterion score*
Strongly Agree (4)	46	18.2	184		
Agree (3)	66	26.1	198		
Disagree (2)	90	35.6	180	2.4	2.5
Strongly Disagree (1)	51	20.2	51		
Total	**253**	**100**	**613**		

Field survey: 2023

Table 6 shows the distribution of respondents by whether holding meetings gives job satisfaction. The data show that 46(18.2%) of the respondents strongly agreed; 66(26.1%) agreed; 90(35.6%) disagreed while 51(20.2%) strongly disagreed. The weighted scores of these responses are shown on the table and the mean score is 2.4. This is below the criterion mean of 2.5, indicating that holding meetings does not give job satisfaction. This corroborated the IDI data. One of the IDI respondents stated as thus: "well, I cannot guarantee that convening of meetings in my unit brings job satisfaction". Another also said: "Convening of meetings helps in gathering different opinions which helps in moving the work forward and job satisfaction to the staff since they are the ones that bring opinions on how some works are being done".

Table 7: Attendance to Meeting is Satisfactory

Options	*Frequency*	*Percent*	*Total Score*	*Mean Score*	*Criterion Mean*
Strongly Agree (4)	142	56.1	568		
Agree (3)	72	28.5	216		
Disagree (2)	14	5.5	42	3.4	2.5
Strongly Disagree (1)	25	9.9	25		
Total	**253**	**100**	**851**		

Field survey: 2023

Table 4.5 shows the distribution of respondents whether the attendance to meeting held in the Unit/ departments is Satisfactory. The data shows that 142 (56.1) of the respondents strongly agreed;

72 (28.5%) agreed; 145.5%) disagreed; 25(9%) strongly disagreed. The weighted scores of these responses are shown on the table and the mean score is 3.4. This is above the criterion mean of 2.5, indicating that the non-teaching staff of Abia State University feel satisfied with the attendance to meetings. This corroborated the IDI data as more of the respondents agreed that the attendance is satisfactory. One of the IDI respondents, for example, said: "there is always full turn up in the meeting except on permission or apology based on sickness or any other emergency". Another respondent also made similar statement as thus: "we also have encouraging number of people in attendance during meetings"

Research Question Two: To what extent do non-teaching staff participate in staff meetings? The responses are presented in table 8 and 9.

Table 8: Participation of Staff in debate Commendable

Options	*Frequency*	*Percent*	*Total Score*	*Mean Score*	*Criterion Score*
Strongly Agree (4)	99	39.1	396		
Agree (3)	60	23.7	180		
Disagree (2)	60	23.7	120	2.9	2.5
Strongly Disagree (1)	34	13.4	34		
Total	**253**	**100**	**730**		

Field survey: 2023

Table 8 shows the distribution of respondents on participation of staff in debate as commendable. The data revealed that 99 (39.1) of the respondents strongly agreed; 60 (23.7) agreed; 60 (23.7) disagreed while 34 (13.4) strongly disagreed. The weighted score of these responses are shown on the table and the mean score is 2.9. This is above the criterion mean of 2.5, indicating that the non-teaching staff participation in debate is commendable. This also corroborated the qualitative data as more of the respondents believe that participation of staff in debate is commendable. For example, an IDI respondent narrated as thus: "The decisions and views expressed during meetings affect decision-making in the units. All views and opinions debated during meetings are taken as decisions that guide the workplace".

Table 9: Distribution of Respondents by whether Staff Participate in Debate Meetings

Options	*Frequency*	*Percent*	*Total Score*	*Mean Score*	*Criterion Score*
Strongly Agree (4)	20	7.9	80		
Agree (3)	72	28.5	216		
Disagree (2)	131	51.8	262	2.3	2.5
Strongly Disagree (1)	30	11.9	30		
Total	**253**	**100**	**588**		

Field survey: 2023

Table 9 shows the distribution of respondents by whether staff participate in debate meetings. The data revealed that 20 (7.9) of the respondents strongly agreed; 72 (28.5) agreed; 131(51.8) disagreed while 34 (11.9) strongly disagreed. The weighted scores of these responses are shown on the table and the mean score is 2.3. This is below the criterion mean of 2.5, indicating that the non-teaching staffs of ABSU do not participate in Debate Meetings very often. This also corroborated the IDI data.

Research Question Three: "How are non-teaching staff involved in the implementation of decisions taken during staff meetings? The responses are presented in table 10, 11 and 12.

Table 10: Satisfied with Implementation of Decision making

Options	*Frequency*	*Percent*	*Total score*	*Mean score*	*Criterion mean*
Strongly Agree (4)	28	11.1	112		
Agree (3)	61	24.1	183		
Disagree (2)	125	49.4	250	2.3	2.5
Strongly Disagree (1)	39	15.4	39		
Total	**253**	**100**	**584**		

Field survey: 2023

Table 10 shows the distribution of respondents by satisfaction with implementation of decisions. From the table it can be observed that 28(11.1%) of the respondents strongly disagreed; 61(24.1%) agreed; 125(49.4%) disagreed while 39(15.4%) strongly disagreed. The weighted scores of these

responses are shown on the table and the mean score is 2.3. This is below the criterion mean of 2.5 indicating that there is no satisfaction with implementation of decisions made in the organization. This corroborated the IDI data. One of the IDI respondents, for instance, narrated as thus: "The staff are fully involved in the implementation of decision taken during meeting. This is as result of complete and total involvement in making the decision" Another respondent also narrated as thus:

Administratively, it is not possible to involve everybody in decision-making. In governing council, there are two seats reserved for non-teaching staff which gives the non-teaching staff room to air their views with regards to their welfare and it brings job satisfaction.

Another IDI respondent also said:

…the total number of seats given to the non-teaching staff at the governing council could be increased by creating room for the unions to have their representatives, like the SSANU, NASU and NAT. I strongly believe that this will encourage the staff in coming to work early, increase productivity and satisfaction

Table 11: Satisfied with involvement of non-teaching staff in Decision making

Options	***Frequency***	***Percentage***	***Total score***	***Mean score***	***Criterion mean***
Strongly Agree (4)	25	9.9	200		
Agree (3)	35	13.8	105		
Disagree (2)	50	19.8	100	2.2	2.5
Strongly Disagree (1)	143	56.5	143		
Total	**253**	**100**	**548**		

Field survey: 2023

Table 11 shows the distribution of respondents by how satisfied they are with the involvement of non-teaching staff in decision making. It could be observed that 25(9.9%) of the respondents strongly agreed; 35(13.8%) agreed; 50(19.8%) disagreed while 143(56.5%) strongly disagreed. The weighted scores of these responses are shown on the table and the mean score is 2.2. This is below the criterion mean of 2.5 indicating that the respondents are not satisfied with the involvement of non-teaching staff in decision making. This corroborated the IDI data. For example, an IDI respondent said:

In the faculty, the non-teaching staffs in the department assist the HOD while the faculty officer works hand in hand with the Dean in the implementation of university policies including the university academic regulations. In other units such as council, the senate, personnel, security, Exams and records, the heads of these units assist the registrar in the implementation the university policies and regulations.

Another also said:

The faculty is the chief adviser to the dean. By my experience, no Dean takes decision without the input of the faculty officer. They always carry the faculty officers along. To a great extent, views expressed in the meetings influence decision taken in the department**.**

Table 12: Distribution of Respondents by whether the Frequency of Staff meeting has a Bearing on Job Satisfaction

Options	***Frequency***	***Percentage***	***Total score***	***Mean Score***	***Criterion Mean***
Strongly agree (4)	30	11.9	120		
Agree (3)	51	20.2	153		
Disagree (2)	132	52.2	264	2.3	2.5
Strongly disagree (1)	40	15.8	40		
Total	**253**	**100**	**577**		

Field survey: 2023

Table 12 shows the distribution of respondents by whether the frequency of staff meeting has a bearing on job satisfaction. From the table, it can be seen that 30(11.9%) of the respondents strongly agreed; 51(20.2%) agreed: 132 (52.2%) disagreed while 40(15.8%) strongly disagreed. The weighted scores of these responses are shown on the table and the mean score is 2.3. This is below the criterion mean of 2.5 indicating that the frequency of staff meetings has no effect on job satisfaction. This also corroborated the qualitative finding.

Research Question Five: "To what extent are opinion boxes provided in the University to enable non-teaching staff express their views on how the University should be run? The responses are presented in tables 13 and 14.

Table 13: Responses on the Provision of Opinion Boxes

Options	*Frequency*	*Percent*	*Total score*	*Mean score*	*Criterion Mean*
Strongly Agree (4)	51	20.2	204		
Agree (3)	147	58.1	441		
Disagree (2)	40	15.8	80	2.9	2.5
Strongly Disagree (1)	15	5.9	15		
Total	**253**	**100**	**740**		

Field survey: 2023

Table 13 shows the distribution of respondents by whether opinion boxes are provided within the campus. The data shows that 51(20.2%) of the respondents strongly agreed; 147(58.8%) agreed; 40(15.8%) disagreed; while 15(5.9%) strongly disagreed. The weighted scores of these responses are shown on the table and the mean score is 2.9. This is above the criterion mean of 2.5 indicating that opinion boxes are provided within the campus. This did not corroborate the IDI data as almost all the IDI disagreed that have opinion boxes. For example, some respondents said: "we don't have opinion boxes in my unit", **"**there is no opinion box in my unit, yes my head of unit did not provide opinion box in the department" **"**there is no provision of opinion box in our unit but we normally use information, ideas, suggestions and contributions gotten directly from meetings we held to run the unit".

Table 14: Opinions on whether Provision of Opinion boxes helps for Job satisfaction

Options	*Frequency*	*Percent*	*Total scores*	*Mean scores*	*Criterion Scores*
Strongly Agree (4)	5	2.0	20		
Agree (3)	57	22.5	171		
Disagree (2)	110	43.5	220	2.0	2.5
Strongly Disagree (1)	81	32.0	81		
Total	**253**	**100**	**492**		

Field survey: 2023

Table 14 shows the distribution of respondents by whether the provision of opinion boxes helps for job satisfaction among staff. From the table, it could be observed that 5(2.0%) of the

respondents strongly agreed; 57(22.5%) agreed; 110(43.5%) disagreed while 81(32.0%) strongly disagreed. The weighted scores of these responses are shown on the table and the mean score is 2.0. This is below the criterion mean of 2.5 indicating that the provision of opinion boxes does not help for job satisfaction among staff. This also corroborated the IDI data. One of the IDI respondents, for example, "since there is no provision of opinion boxes in my department where people can secretly or conveniently make their suggestion, indirectly, it may be affecting their satisfaction with their jobs".

Test of Hypotheses

Four hypotheses are tested as follows:

Hypothesis One: There is a significant relationship between meetings held in the various non-teaching staff units/departments and job satisfaction among respondents in the University.

Table 15: Cross Tabulation between Meetings and Job Satisfaction

	Satisfied with the job				*Total*	X^2
	Strongly Agree	Agree	Disagree	Strongly Disagree		**X^2 = 4.194 (N = 253), df = 9, P =.071**
Strongly Agree	15(17.0%)	40(45.5%)	11(12.5%)	22(25.0%)	88	
Agree	9(25.0%)	17(47.2%)	3(8.3%)	7(19.4%)	36	
Disagree	14(20.6%)	26(38.2%)	13(19.1%)	15(22.1%)	68	
Strongly Disagree	13(21.3%)	26(42.6%)	8(13.1%)	14(23.0%)	61	
Total	51	109	35	58	253	

The result of the test shows there is a slight statistical significance p = .071 indicating that the hypothesis is accepted. There is, therefore, a statistical significant relationship between meetings held in the various non-teaching staff/units and job satisfaction among staff respondents.

Hypothesis Two: There is a significant relationship between Non-teaching staff participation in staff meetings and job satisfaction.

Table 16: Cross Tabulation between Non-teaching staff participation in meetings and Job satisfaction

	Satisfied with the job				*Total*	X^2
	Strongly Agree	Agree	Disagree	Strongly Disagree		X^2 =6.037 (N = 253), df = 6, P =.035
Strongly Agree	24(17.6%)	65(47.8%)	18(13.2%)	29(21.3%)	136	
Agree	10(19.6%)	23(45.1%)	5(9.8%)	13(25.5%)	51	
Disagree	17(25.8%)	21(31.8%)	12(18.2)	16(24.2%)	66	
Total	**51**	**109**	**35**	**58**	**253**	

The result of the test shows there is a slight statistical significance p = .035 indicating that the hypothesis is accepted. There is, therefore, a statistical significant relationship between non-teaching staff participation in meetings and job satisfaction among staff respondent.

Hypothesis Three: There is a significant relationship between non-teaching staff involvement in the implementation of decisions taken during staff meetings and job satisfaction.

Table 17: Cross Tabulation between involvement in implementation of decision and Job satisfaction

	Satisfied with the job				*Total*	X^2
	Strongly Agree	Agree	Disagree	Strongly Disagree		X^2 =14.492 (N = 253), df = 9, P =.313
Strongly Agree	7(20.0%)	13(37.1%)	6(17.1%)	9(25.7%)	35	
Agree	13(18.3%)	33(46.5%)	5(7.0%)	20(28.2%)	71	
Disagree	23(22.3%)	43(41.7%)	12(11.7%)	25(24.3%)	103	
Strongly Disagree	8(18.2%)	20(45.5%)	12(27.3%)	4(9.1%)	44	
Total	51	109	35	58	253	

The result of the test shows there is no statistical significance p = .313 indicating therefore, that the hypothesis is rejected. There is, therefore, no statistical significance between non-teaching staff involvement in the implementation of decisions taken during staff meetings and job satisfaction

Hypothesis Four: There is a significant relationship between the provision of opinion boxes in the University for non-teaching staff to express their views on how the University should be run and job satisfaction.

Table 18: Cross Tabulation between provision of opinion boxes for non-academic staff and Job satisfaction

	Satisfied with the job				*Total*	χ^2
	Strongly Agree	Agree	Disagree	Strongly Disagree		$\chi^2 = 36.885$
Strongly Agree	2(4.8%)	21(50.0%)	10(23.8%)	9(21.4%)	42	**(N = 253),**
Agree	39(26.7%)	59(40.4%)	15(10.3%)	33(22.6%)	146	**df = 9,**
Disagree	1(2.2%)	20(43.5%)	9(19.6%)	16(34.8%)	46	**P =.158**
Strongly Disagree	9(47.4%)	9(47.4%)	1(5.3%)	0(0.0%)	19	
Total	51	109	35	58	253	

The result of the test shows there is no statistical significance $p = .158$ showing therefore, that the hypothesis is rejected. There is, therefore, no statistical significance between provision of opinion boxes for non-teaching staff to contribute their opinion and job satisfaction.

Discussion of Findings

The Extent Meetings for Non-teaching Staff are held in the Various Units of the University.

The study focused on Employee participation in decision making and job satisfaction among non-teaching staff of Abia State University, Uturu. On whether meetings are held in the various non-teaching staff units/departments, it was found that staff meetings are held across various units/department in Abia State University, Uturu. This is in tandem with the study of Dede (2019) who found that implementation becomes easy when employee participate in decision making. This finding is in tandem with assumption of the Human Relations Theory of Elton Mayo (1880-1849) that workers would be better motivated if they are treated like human beings rather than an irrational object.

In terms of whether non-teaching staff like the number of times meetings are held in their various units/departments, it was found that the non-teaching staff of Abia State University, like the

number of times meetings are held in their various units/departments. This corroborated the IDI data. The finding is supported by the view of Ajayi (1983) that satisfaction, as the personal feeling of contentment or a compound of various attitudes, mental and emotional, which a worker has and exhibits toward his work situation. With regards to whether holding meetings gives job satisfaction, it was found that holding meetings does not give job satisfaction. This corroborated the qualitative data. This finding is also in tandem with the view of Yoerger, *et al*., (2015) that employees who contribute their thoughts and ideas in meetings with organizational leaders will also have a desire to engage in their work more fully (i.e employee engagement). Likewise, the findings also agrees with the study of Chukwu (2017) who found that attendance to conference meetings impact professional librarians in their job performance through helping them maintain greater focus towards their jobs**.** In the area of whether the attendance to meeting held in the Unit/ departments is Satisfactory, it was found that the non-teaching staff of Abia State University, Uturu feels satisfied with attendance to meetings. This finding agrees with Mullins (2005) who opined that job satisfaction is so important in that its absence often leads to Lethargy

For research question one at large, given that the group mean of 2.8 is greater the criterion mean of 2.5, the finding showed that the extent meetings are held in the various non-teaching staff units/departments are high. This corroborated the qualitative data. The related hypotheses, that is, hypotheses one, also shows that there is a statistical significant relationship between meetings held in the various non-teaching staff/units and job satisfaction among staff respondents as early noted. This is in tandem with the study of Dede (2019) who found that implementation becomes easy when employees participate in decision making. This is also in tandem with assumption of the Human Relations Theory of Elton Mayo (1880-1849) that workers would be better motivated if they are treated like human beings rather than an irrational object.

The extent non-teaching staff participates in staff meetings

The first item that was treated here was on whether participation of staff in debate is commendable and it was found that the non-teaching staff participation in debate is commendable. This is partly in consonant with the view of Hinkel & Allen, (2013) who assert that meetings where individual openly participate in decision making may promote more positive outcomes for meeting attendees**.** This, however, is in full support of the idea of the Human Relations Approach of Elton Mayo (1880-1849) that work groups, employee attitudes and manager-employee relationships affect the

organization. The last item on this research question was whether staff participates in Debate Meetings very often. It was found that the non-teaching staffs of ABSU do not participate in Debate Meetings very often. This corroborated the qualitative data. This is at variance with the related hypothesis, that is, hypothesis 2, as the result of hypothesis shows that there is, a statistical significance between non-teaching staff participation in meetings and job satisfaction among staff respondents. It could be that there are other factors other than participation in argumentative meetings that keep the staff going with regards to their job satisfaction. Given the group mean is greater than the criterion mean, it was found that the extent non-teaching staff participate in staff meetings is highly commendable. The related hypothesis being hypothesis 2, fully supports this finding as the result of hypothesis, as already noted, shows that there is, a statistical significance between non-teaching staff participation in meetings and job satisfaction among staff respondents. This, therefore, supports the idea of the Human Relations Approach of Elton Mayo (1880-1849) that work groups, employee attitudes and manager-employee relationships affect the organization

Non-teaching Staff Involvement in the Implementation of Decisions Taken during Staff Meetings

On the area of satisfaction with implementation of decisions, it was found that there is no satisfaction with implementation of decisions made in the organization. This is at variance with the study of Moshen & Sharit (2020) that employee involvement in decision making has positive effect on job satisfaction. Based on how satisfied the respondents are with the involvement of non-teaching staff in decision making, it was found that the respondents are not satisfied with the involvement of non-teaching staff in decision making. Additionally, Mambula, *et al*., (2021) who found that employee involvement in decision making is an effective to enhance productivity. Allowing all employees involve in decision making is the best and help increases commitment of workers as well as promoting creativity and innovation in organization.

On whether the frequency of staff meeting has a bearing on job satisfaction, it was found that the frequency of staff meetings has no effect on job satisfaction. This corroborated the qualitative data. This is at variant with the view of Allen *et al* (2016) that meetings constitute an important context for understanding organizational behavior and employee attitude and that meeting satisfaction and employee empowerment are stronger when employees participate more in meetings. It was found that non-teaching staff are not involved in the implementation of decision taken during staff

meetings based on the difference between the group mean and the criterion mean. This is not in consonant with the study of Preuss & Lautsch (2002) that workers' satisfaction and commitment persists as long as the form of employee participation in place increases workers output and control in their job

Provision of Opinion Boxes in the University for Non-Teaching Staff to express their Views on How the University Should is run.

On whether opinion boxes are provided within the campus, it was found that opinion boxes are provided within the campus. This did not, however, corroborate the qualitative data as expected. This slight variation, however, could be as a result of the level of education of most staff in the non-teaching staff cadre since all of them are not graduate employees as their teaching staff counterpart. This finding is at variance with the study of Okorie (2016) who found that a majority of the construction companies did not provide suggestion boxes both at the head and site offices. On whether the provision of opinion boxes helps for job satisfaction among staff, it was found that the provision of opinion boxes does not help for job satisfaction among staff. This is in tandem with the study of Okorie (2016) finding that provision of suggestion of boxes by construction companies will build trust between workers and management, leading to improvement and sustainability of workplace health and safety culture. Additionally, this agrees with the view of Phoya (2017) that safety suggestion made by workers have the potential to contribute positively towards workers safety behavior as they have direct experience of site conditions and are often the first to identify the potential problems.

Given the difference between the group mean and the criterion mean, it was found that opinion boxes are not provided in the institution for non-teaching staff to express their views on how the university should be run. This is also in tandem with assumption of the Human Relations Theory of Elton Mayo (1880-1849) that workers would be better motivated if they are treated like human beings rather than an irrational object.

Conclusion

The study investigated participation in decision-making, implementation, provision of opinion boxes and job satisfaction among Non-teaching staff of Abia State University, Uturu. It could be drawn from the findings of this study that Non- teaching staff-involved meetings hold regularly in Abia State University but they are not enough to produce the desired job satisfaction among them.

It is, therefore, concluded that the issue of job-satisfaction may remain unabated unless there is adequate provision of opinion boxes; and the suggestions contained in the opinion boxes and those made during staff meetings of Non-Teaching staff, are considered in the decision-making and implementation processes of the institution

Recommendations

The following recommendations were made in tandem with the findings of this study:

- Regular holding of meetings across the units/departments of non-teaching staff of Abia State University should be intensified
- The non-teaching staff should not only continually participate actively in staff meetings of their units/departments as they have always done but should ensure that their opinions are integrated in the documented meetings' resolutions
- Not only should the non-teaching staff be allowed to participate in meetings and freely express their opinion but they should be uninterruptedly involved in the implementation of decisions taken during such meetings. Doing this will give them sense of belonging.
- Opinion boxes should be provided for the non-teaching staff to express their opinions especially those who may not have the boldness to speak out during staff meetings.

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