

Employees' Participation in Decision-Making: A Panacea to Organizational Performance in Commercial Banks in Nigeria

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ABSTRACT

The study was conducted to examine the influence of employee participation in decision-making on organizational performance of Zenith Bank Plc., Uyo, Akwa Ibom State. The Survey research design was adopted for the study. The population of the study consists of all core employees of Zenith Bank, (Oron road branch, Aka road branch, Abak road branch and Udo Udoma branch) Uyo, Akwa Ibom State, totaling one hundred and five (105) employees. The entire one hundred and five (105) employees formed the sample size of the study. The study adopted primary source of data. The instrument for data collection for the study was a structured questionnaire. Test of hypotheses were done using the descriptive and inferential statistics. The inferential statistics was simple linear regression technique. Findings of the study revealed that with an r^2 value 0.912, there is a significant positive influence of consultative participation on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. Also, it showed that with an r^2 value of 0.791, there is a significant positive influence of delegative participation on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. Furthermore, from the test of hypothesis three, it showed that with an r^2 value of 0.864, there is a significant positive influence of employee engagement on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. The study concluded that consultative participation, delegative participation, and employee engagement are key aspects of employee participation in decision-making that positively influence organizational growth and performance. In line with the findings and conclusion of the study, it was recommended among others that the management of Zenith Bank plc, uyo, should establish a structured framework for consultative participation, ensuring employees' voices are heard and valued in strategic decision-making.

Keywords: *Employee Participation, Consultative participation, Delegative Participation, Employee Engagement, Organisational Performance*

Introduction

Like in many other countries, Nigeria's banking sector is a vital pillar of the country's economic expansion. It facilitates capital allocation, maintains financial assets, and promotes economic stability. Employee participation in decision-making processes is crucial in this fast-paced industry, impacting not only the internal operations of banks but also their overall organizational performance and, in turn, their contribution to the economic prosperity of the country.

Commercial banks have historically made most of their decisions top-down, with senior management driving the process and regulatory requirements serving as a guide. Nonetheless, modern organizational theories promote the inclusion of workers at all levels and highlight the benefits of democratizing decision-making processes. This change in viewpoint acknowledges that staff members have priceless perspectives and insights from their regular interactions with markets, customers, and operations (Onuaha, 2020). Additionally, businesses are realizing more and more that empowered and engaged workers improve overall performance, productivity, and innovation. Examining the connection between workers' involvement in decision-making and organizational performance is essential in the context of Nigerian commercial banks. Employee participation, according to Mathis and Jackson (2012), is the extent to which workers have a say in decisions that impact their employment and workplace. Ajayi and Ekundayo (2017), on the other hand, described employee participation as the active and involved involvement of workers in decision-making, goal-setting, problem-solving, and contributing to the general management and operation of an organization. Participation of employees in organizational decision-making is referred to as employee participation (Adeyeye and Akinmayowa, 2020).

A variety of techniques, such as consultative participation, delegative participation, and employee engagement, are included in employee participation decision-making. While delegative participation gives workers the power and independence to make decisions independently, consultative participation entails getting their thoughts and opinions before making decisions. The degree to which workers are dedicated to their jobs and the company is known as employee engagement. It entails fostering a supportive workplace culture, encouraging candid communication, praising and rewarding staff members' efforts, and including staff members in decision-making (Scott, 2017).

The accomplishment of organizational goals and objectives as well as the general efficacy and efficiency of the organization are referred to as organizational performance. Numerous elements, such as organizational culture, employee engagement, and leadership style, have an impact on it (Armstrong, 2014). The accomplishment of an organization's aims, targets, and objectives is another definition of organizational performance given by David and Robinson (2012). It includes a number of aspects, including financial performance, operational effectiveness, employee engagement, customer satisfaction, innovation, and general competitiveness. Effective use of resources and capabilities to provide value to stakeholders is a sign of high organizational performance. A wide variety of viewpoints and areas of expertise are brought to the table when staff members participate in the decision-making process. This frequently leads to better problem-solving, fewer mistakes, and more informed decisions. Additionally, workers are more engaged at work when they believe their opinions are valued and heard. According to Dada et al. (2019), engaged workers are typically more dedicated, creative, and productive. Workers are more likely to accept responsibility for their jobs and duties when they are involved in decision-making. They perform better because they feel more responsible for the results.

Given the importance of commercial banks to Nigeria's economy, it is imperative to comprehend the connection between organizational performance and employee participation. In order to mobilize savings, offer credit facilities, and promote economic growth, commercial banks are essential. Thus, it is crucial to investigate how employee participation affects Nigerian commercial banks' performance.

The question of whether or not employees should be involved in managerial decision-making has generated a lot of debate in the majority of Nigerian organizations today. Numerous scholars have argued that workers ought to participate in decision-making, particularly when it impacts them or their jobs. It is anticipated that future upper management personnel will use this kind of involvement as a training and testing ground. The majority of commercial banks still struggle with insufficient employee involvement in strategic decision making processes, despite the crucial role that employee participation in decision making plays in improving organizational performance. In the end, this has hampered organizational growth and competitiveness by causing low job satisfaction, decreased motivation, and limited innovation. Workers frequently feel disenfranchised as a result of being left out of decision-making processes, which lowers their commitment and productivity. Additionally, top-down decision-making methods inhibit innovation, disregard insightful employee opinions, and promote a disengaged culture.

In an attempt to address the issue of insufficient employee involvement in decision-making, some researchers, management scholars, and corporate organizations have frequently concentrated on topics like regular meetings, training and development initiatives, and recognition programs, ignoring important areas like employee engagement, consultative participation, and delegative participation. These concerns prompted the researcher to use Zenith Bank Plc in Uyo, Akwa Ibom State, to investigate whether these factors of employees' involvement in decision-making have an impact on organizational performance.

Objectives of the Study

The main objective of the study is to examine the effect of employees' participation in decision-making on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State. The specific objectives are to;

- i. examine the influence of consultative participation on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State;
- ii. assess the effect of delegative participation on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State; and
- iii. assess the effect of employee engagement on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State.

Research Questions

The following research questions were formulated to give direction to the study.

- i. What is the effect of consultative participation on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State?
- ii. What is the effect of delegative participation on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State?
- iii. What is the effect of employee engagement on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State?

Hypotheses of the Study

The following null hypotheses were stated to guide the study:

- H₀₁:** There is no significant influence of consultative participation on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State.
- H₀₂:** There is no significant influence of delegative participation on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State.
- H₀₃:** There is no significant effect of employee engagement on organizational performance in Zenith Bank Plc Uyo, Akwa Ibom State.

Literature Review

Concept of Employee Participation

Employee participation, according to Locke and Schweiger (2013), entails giving workers a voice in choices that impact their professional lives. They maintained that employees feel more motivated, committed to the company, and satisfied with their jobs when they have the opportunity to participate in decision-making processes. Employee participation, according to Karapetkova et al. (2019), is the involvement of workers in organizational decision-making processes and activities. It is an idea that highlights how crucial it is to involve staff members in conversations, goal-setting, and problem-solving processes as well as to give them a say in how the business is run. According to Lawler (2013), there are a number of ways that employees can participate, including attending team meetings, brainstorming sessions, and feedback sessions. Employee participation in task forces or committees that deal with particular problems or initiatives is another possibility. Employee involvement in the creation and execution of policies and procedures is another way that employee participation can be expanded.

The process of empowering and involving employees to use their input to create value and improve organizational productivity is known as employee participation, or involvement, according to Sofijanova and Chatleska (2017). Employee participation also refers to the direct application of ideas, knowledge, and efforts by staff members to the resolution of organizational issues and the accomplishment of its aims. According to Bateman and Crant (2021), participation encompasses people's involvement in decision-making, program implementation, sharing in the benefits of development, and evaluation efforts. The idea of employee participation suggests a procedure that provides employees with more chances to participate in decision-making outside of their direct job responsibilities (Devi, 2019). Employee participation, according to Westhuizen (2020), is the sum of all ways that people and groups can participate in the decision-making process, whether directly or indirectly.

Decision Making

Decision-making, the most crucial and difficult management function, accounts for the largest portion of the management definition. The most crucial position is that of decision maker. Organizational managers base their decisions on everything that goes on inside the company. Decisions are ideas that become actions, and because they are made in the face of risk and uncertainty, they can have either a positive or negative effect. The decision-maker's knowledge, experience, abilities, attitudes, values, and other characteristics all play a significant role in the decision-making process. Freeman and Store (2018).

The process of identifying and selecting a course of action to solve a particular problem is the definition of decision making. It can also be described as the process of choosing a rational option from the list of possibilities when making a decision. Employee performance, satisfaction,

and productivity have all been found to be positively correlated with employee participation. Employees who participate in decision-making achieve self-actualization, which boosts their motivation and productivity. According to researchers Moorhead and GrifCin (2004), decision-making is the process of choosing between options, which is thought of as the result of the mental process that leads to the choice of an action among options. Making decisions involves weighing the pros and cons of various options and selecting the best course of action. Decision-makers' choices or actions guided by a goal are part of the decision-making process. Different outcomes are associated with different alternative courses of action. Based on his assessment of the data, the decision-maker chooses one option (Moorhead and GrifCin, 2014).

Forms of Employee Participation

Cotton et al. (2018) state that there are seven different ways to get involved. These include employee ownership, representative participation, informal participation, consultative participation, short-term participation, delegative participation, employee engagement, and workplace participation. Employee engagement, consultative participation, and delegative participation are the main topics of this study.

Consultative Participation

Consultative participation is a formal means where employees can take part in decision making. This is usually done through the use of quality circles. Bradley (2017), defined quality circles as semi-autonomous work groups wherein employees can work together and participate in the decision-making process. It can also be seen as group of employees from different levels of a company who meet regularly to discuss ways of improving quality and to resolve problems related to production. Consultative participation is seen to have positive impact on the success of an organization through job satisfaction, commitment, productivity and other array of a company.

Delegative Participation

The process of giving people or groups within an organization decision-making authority and responsibility is referred to as "delegative participation," or "delegation." With this strategy, managers can assign responsibilities, give workers more authority, and foster a more cooperative and effective workplace (Yukl, 2013). According to Dede (2019), delegation is essential to management because it makes it easier to divide up the work and encourages staff development. In addition to reducing their own workload, managers who assign specific tasks or projects to their subordinates allow their staff members to grow professionally and take responsibility for their work. Participation in this way can lead to better decision-making, more engaged employees, increased productivity, and organizational growth, among other advantages.

Employee Engagement

Employee engagement is defined by Kahn (2015) as the connection between disengagement and personal engagement. According to his perspective, personal disengagement is "the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances," while personal engagement is "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Physical, cognitive, and emotional factors are the three components that are thought to have a significant impact on employee engagement. They are impacted according to the

self-in-role's psychological experiences. Kahn (2015) To put it another way, psychological factors influence how people behave and perform both at work and in other settings.

Wellins, Bernthal, and Phelps (2015) define engagement as "the extent to which people enjoy and believe in what they do and feel valued for doing it," and they break it down into three components: enjoyment, belief, and value. These components are similar to the three components of engagement mentioned above. Value comes from being recognized and rewarded for their contributions; belief means people feel more engaged if they believe their contribution to the job is meaningful; and enjoyment means people tend to be more satisfied with what they do if they are in jobs that match their interests and skills. Overall, the way that people "feel inside" is connected to the definition of engagement. (Wellins, Phelps, and Bernthal, 2015). According to Kahn's psychological conditions discussed above, engaged employees actively participate in their work. It is believed that engagement stems from a psychological and emotional state in which one is energized and totally committed to their work, regardless of time or tasks. Robertson-Smith and Mark (2009).

Advantages of Employee Participation in Decision Making

Employee Participation in Decision Making plays a critical role on the organization. Udu and Aturu-Aghedo (2016) posit that some of the advantages of employee participation in decision-making are as follows;

Elevation of Employee Morale: The employees' morale and drive to work towards attaining organizational goals are elevated with participating management in practice.

Personnel Development: Employees are afforded adequate training and opportunity to rise when need arises.

Correction of Underemployment: Employees potentials are fully tapped when forum for expressing their views are provided. This occurs mostly in a brain storming session (Udu and Aturu-Aghedo, 2016).

Facilitation of Effective Control: Managers as directors are guaranteed when participatory management is in place.

Improved Communication: The free movement of information is ensured between management and employees. Management is opportune to know what is going on in the lower levels. Finally, since research evidence shows that participative management probably does no harm, and often helps, especially in managing and similar value systems, the appeal that there may be long run social value in participation has not fallen on deaf ears. In this essence, many businesses manage lead the social scientists in their confidence in the values of participative management, even though they may doubt its efficacy as an infallible spur to performance.

Organizational Performance

Different viewpoints have been used to define organizational performance. According to Barney (2015), among organizational scholars, organizational performance has emerged as a controversial topic. Organizational performance has been linked by Javier (2019) to the well-known 3Es (economy, efficiency, and effectiveness) of a particular program or activity. Organizational performance, according to Daft (2012), is the capacity of the organization to achieve its objectives through the effective and efficient use of resources. Organizational performance, according to Richardo (2021), is the capacity of the organization to accomplish its aims and objectives.

Hefferman and Flood (2020) argued that organizational performance has suffered from both a definitional and a conceptual issue as a result of the diversity of definitions. According to earlier reviews, organizational performance has typically been the focus of two research streams, primarily the organizational perspective and the economic perspective. The economic viewpoint places a strong emphasis on the significance of external market elements, including the firms' competitive business position and anything pertaining to finances. The organizational economic perspective expands upon behavioral and sociological paradigms and how well they fit the environment, which includes competitiveness, product quality, and service quality (including employee, cultural, and customer satisfaction) (Tvorik and McGiven, 2017).

The Participative Management Theory

The participative management theory, also known as participative decision-making or employee involvement theory, was propounded by Victor H. Vroom and Philip W. Yetton in 1973. The theory states that involving employees in the decision-making process creates a sense of ownership, responsibility, and commitment among them. It recognizes that individuals who are directly affected by a decision should have the opportunity to influence that decision. It emphasizes the importance of collaborative decision-making, where managers and employees work together to achieve common goals.

According to Vroom and Yetton's theory, the level of employee participation in decision-making is determined by the decision's significance and the expertise and knowledge of the employees. The theory proposes a decision tree model that helps managers determine the appropriate level of employee involvement based on these factors. The model suggests different decision-making styles, ranging from autocratic (where the leader makes decisions alone) to highly participative (where the leader involves subordinates in the decision-making process).

This theory relates directly to the study on employees' participation in decision-making and organizational performance. When employees have the opportunity to participate in decision-making, they feel valued and empowered, leading to increased job satisfaction, motivation, and commitment. This participatory approach fosters a positive work environment, enhances communication and teamwork, and promotes a culture of innovation and creativity.

Additionally, according to the theory, workers ought to participate in decision-making at all organizational levels. Participatory management promotes decentralized decision-making in place of a conventional top-down strategy, where staff members actively participate in goal-setting, policy development, and problem-solving. Participatory management increases workers' commitment to the company and sense of ownership by allowing them to participate in decision-making. Higher job satisfaction, better morale, and a desire to positively impact the organization's performance are all results of this increased engagement. The theory also highlighted how employees are empowered by participative management when they are given a voice and the autonomy to decide on matters pertaining to their jobs. The performance of the company may benefit from the creativity, innovation, and sense of accountability that this autonomy fosters. Yetton and Vroom (1973).

Empirical Review

Umar (2019) examined the relationship between employees' participation in decision making on organizational performance. A pilot study requires a range of few respondents (10-30), it was used by picking respondents at random, and the data collected were analyzed using tables and percentages. The research found out that involving employee in decision-making is very vital

and important in achieving the highest peak in performance of an organisation. In addition, Employees' participation in decision making positively affect their morale and enhances productive efficiency in the organization. Employee participation in decision making in an organization influence them positively by making them give in their very best to growth and development of the organisation and Employee's non-participation in decision making in an organisation can result to conflict between management and employees and lead to indifferent to the decision-making reached by the organizational productivity.

Nwoko and Emerole (2017) examined the effect of employees participation in decision making on organizational productivity, with reference to National Root Crops Research Institutes Umudike. Specifically, the study sought to: ascertain the impact of employees' participation in decision making on work commitment and examine the effect of employees' participation in decision making on the productivity of NRCRI Umudike. The study adopted survey research design; primary and secondary data were used. The population of the study consists of all the employees of the institution. Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20. The major findings revealed that: there is a positive relationship between employees' participation in decision making and work commitment of the employees in the institution. Employees' participation in decision making has a low positive effect on the productivity of the institution with correlation coefficient. The study concluded that employees' participation in decision making have a positive effect on organizational productivity, and recommends that the management of National Root Crops Research Institutes Umudike should adopt adept participatory approach in administration/decision making in order to encourage employees' affirmative commitment to organizational goals and objectives.

Methodology

For this study, survey research design was adopted. Population of the study consist the entire staff of Zenith Bank Plc. (Oron road branch, Aka road branch, Abak road branch and Udo Udoma Branch) Uyo, Akwa Ibom State. From the figure provided by the bank's personnel manager, there are one hundred and five (105) core employees in the organization. This number was equally used as the sample size considering the small size. Data for the study was obtained from primary source. Instrument for data collection was a structured questionnaire. The questionnaire was designed in two sections: section 'A' and section 'B' respectively. Section 'A' sought to generate information on the profile of the respondents, while section 'B' was designed to help elicit information concern the variables from the respondents. More so, for ease of responding to the items in the research instrument, the ratings were designed using the well-known Likert 5-point rating scale of Strongly Agree (SA) = 5, Agree (A) = 4, Undecided (UN) = 3, Disagree (D) and Strongly Disagree (SD) = 1. Descriptive and inferential statistics were used in analyzing the study. Inferential statistics was simple linear regression.

Model Specification

Simple regression analyses which were conducted for hypotheses i-iii, had the following models:

$$OP = a_1 + b_1CP + e_1 \quad 1.1$$

$$OP = a_2 + b_2DP + e_2 \quad 1.2$$

$$OP = a_3 + b_2EE + e_3 \quad 1.3$$

In the model,

OP – Organisational Performance

$a_1 - a_3$ are the constants.

$b_1 - b_3$ are regression coefficients of independent variables,

$e_1 - e_3$ error terms for equations i-iii.

Again,

CP = Consultative Participation

DP = Delegative Participation

EE = Employee Participation

Data Presentation, Analysis and Interpretation

Table 1.1: Total Number of Questionnaires Administered and Returned

Description	No of questionnaire forms	Percentage (%)
Questionnaire returned	85	81.0
Questionnaire not returned	20	9.0
Total No. of Questionnaire Administered	105	100%

Source: Field Survey (2024)

From table 1.1, it can be observed that out of 105 questionnaires administered to the respondents, 85 copies of the questionnaire were carefully filled and returned in useable form, while 20 were not returned. This shows that the total number of 85 questionnaires returned represents 81% of the total number of questionnaire administered. Thus, the percentage was however considered high enough for generalization and could be reliable and satisfactory.

Table 1.2: Analysis of Demographic Profile of the Respondents

Variables	No. of Respondents	Percentage (%)
Sex		
Male	45	52.9
Female	40	47.1
Total	85	100
Age		
18 - 25 years	22	25.9
26 - 35 years	43	50.6
36 - 45 years	13	15.3
46 years and above	7	8.2
Total	85	100
Academic Qualification		
WASSCE/GCE	5	5.9
OND/NCE	9	10.6
HND//B.Sc	45	52.9
M.Sc./MBA	26	30.6
Total	85	100
Marital Status		

Married	32	37.6
Single	53	62.4
Divorced	0	0
Total	85	100

Years of Experience

0-3	40	47.1
4-6	37	43.5
7 and above	8	9.4
Total	40	100

Source: Field survey, (2024)

Table 1.2 contains data on demographic profile of respondents. The analysis shows that 45 out of the total respondents were male representing 52.9% of the total respondents, while 40 were female representing 47.1% of the total sample size. From the above analysis, it was concluded that majority of the respondents were male. For the age distribution, respondents within the age bracket of 18-25 years of age were 22, and this represents 25.9% of the total sample followed by 43 respondents in the age bracket of 26-35 years which represents 50.6%, also 13 respondents within the age range of 36-45 years which represents 15.3%, and finally, 7 respondent which represents 8.2% were in the age bracket of 46 years and above.

Also, information on the academic qualifications of the respondent shows that 5 respondents representing 5.9% had WAEC/GCE/SSCE, while 9 respondents representing 10.6% had NCE/OND, 45 respondents representing 52.9% had B.Sc/B.A/HND. Finally, 26 respondents representing 30.6% of the sample size had M.A/MBA/MSc. The analysis also shows that the largest numbers of respondents were single, totaling 53 in number, representing for 62.4% of the entire sample, while married were 32 respondents, amounting to 37.6% of the sample. Regarding the years of work experience, respondents with 0-3 years working experience were 40, making up 47.1% of the total respondents. 37 respondents have worked for the period of 4-6 years, representing 43.5% of the total respondents, while 8 respondents have worked for about 7 years and above, representing 9.4% of the total respondents.

Descriptive Analysis

Table 1.3: Analysis of Responses on Consultative participation

Consultative Participation	SA	A	UD	D	SD	Total
The organization seeks input from employees before making significant decisions	29 (34.1%)	30 (35.3%)	12 (14.1%)	8 (9.4%)	6 (7.1%)	85 (100%)
Employees are encouraged to share ideas for improving work processes	24 (28.2%)	30 (35.3%)	8 (9.4%)	15 (17.5%)	8 (9.4%)	85 (100%)
Regular meetings are held to discuss departmental goals and objectives	35 (41.1%)	30 (35.2%)	10 (11.7%)	5 (5.9%)	5 (5.9%)	85 (100%)

Source: Researcher's Computation, (2024)

The analysis in table 1.3 shows that a total of 29 respondents representing (34.1%) strongly agreed that the organization seeks input from employees before making significant decisions. A total of 30 respondents representing (35.3%) agreed, 12 respondents representing (14.1%) ticked undecided, 8 respondents representing (9.4%) disagreed, while 6 respondents representing (7.1%) strongly disagreed. Total number of 24 respondents representing (28.2%) strongly agreed that employees are encouraged to share ideas for improving work processes. 30 respondents representing (35.3%) agreed, 8 respondents representing (9.4%) were undecided, 15 respondents representing (17.5%) disagreed, while 8 respondents representing (9.4%) strongly disagreed.

However, 35 respondents representing (41.1%) strongly agreed that regular meetings are held to discuss departmental goals and objectives. 30 respondents representing (35.2%) agreed, 10 respondents representing (11.7%) were undecided, 5 respondents representing (5.9%) disagreed, while 5 respondents representing (5.9%) strongly disagreed.

Table 1.4: Analysis of Responses on Delegative Participation

Delegative Participation	SA	A	UD	D	SD	Total
Employees are empowered to make decisions within their job responsibilities	26 (30.6%)	34 (40%)	7 (8.2%)	9 (10.6%)	9 (10.6%)	85 (100%)
Authority is delegated to employees to manage projects.	30 (35.3%)	36 (42.4%)	8 (9.4%)	3 (3.5%)	8 (9.4%)	85 (100%)
Employees have autonomy to solve problems without supervisory approval.	30 (35.3%)	36 (42.4%)	6 (7.1%)	5 (5.9%)	8 (9.4%)	85 (100%)

Source: *Researcher's Computation (2024)*

The analysis in table 1.4 shows that a total of 26 respondents representing (30.6%) strongly agreed that employees are empowered to make decisions within their job responsibilities. 34 respondents representing (40%) agreed, 7 respondents representing (8.2%) were undecided, 9 respondents representing (10.6%) disagreed, while 9 respondents representing (10.6%) strongly disagreed. Furthermore, 30 respondents representing (35.3%) strongly agreed that authority is delegated to employees to manage projects. 36 respondents representing (42.4%) agreed, 8 respondents representing (9.4%) were undecided, 3 respondents representing (3.5%) disagreed, while 8 respondents representing (9.4%) strongly disagreed.

However, 30 respondents representing (35.3%) strongly agreed that employees have autonomy to solve problems without supervisory approval. 36 respondents representing (42.4%) agreed, 6 respondents representing (7.1%) were undecided, 5 respondents representing (5.9%) disagreed, while 8 respondents representing (9.4%) strongly disagreed.

Table 1.5: Analysis of Responses on Employee Engagement

Employee engagement	SA	A	UD	D	SD	Total
Employees are motivated to contribute to organizational success.	24 (28.2%)	40 (47.1%)	10 (11.8%)	5 (5.9%)	6 (7.1%)	85 (100%)
Job responsibilities align with employees' skills and interests.	40 (47.1%)	24 (28.2%)	7 (8.2%)	6 (7.1%)	8 (9.4%)	85 (100%)
Employees feel valued and recognized for their contributions.	30 (35.3%)	36 (42.4%)	6 (7.1%)	5 (5.9%)	8 (9.4%)	85 (100%)

Source: *Researcher's Computation, (2024)*

The analysis in table 1.5 shows that 24 respondents representing (28.2%) strongly agreed that employees are motivated to contribute to organizational success. 40 respondents representing (47.1%) agreed, 10 respondents representing (11.8%) were undecided, 5 respondents representing (5.9%) disagreed, while 6 respondents representing (7.1%) strongly disagreed. Furthermore, 40 respondents representing (47.1%) strongly agreed that job responsibilities align with employees' skills and interests. 24 respondents representing (28.2%) agreed, 7 respondents representing (8.2%) was undecided, 6 respondents representing (7.1%) disagreed, while 8 respondents representing (9.4%) strongly disagreed.

However, 30 respondents representing (35.3%) strongly agreed that employees feel valued and recognized for their contributions. 36 respondents representing (42.4%) agreed, 6 respondents representing (7.1%) were undecided, 5 respondents representing (5.9%) disagreed, while 8 respondents representing (9.4%) strongly disagreed.

Table 1.6: Analysis of Responses on Organizational Performance

Organizational Performance	SA	A	UD	D	SD	Total
Productivity has improved over the past year as a result of employee participation in strategic decision making.	32 (40%)	40 (50%)	1 (1%)	5 (7%)	7 (2%)	85 (100%)
Customer satisfaction ratings have increased	30 (35.3%)	34 (40%)	5 (5.9%)	8 (9.4%)	8 (9.4%)	85 (100%)
Employee retention rates have improved as a result of employee participation in strategic decision making	26 (32.5%)	46 (56.25%)	1 (1%)	5 (6.25%)	7 (4%)	85 (100%)

Source: *Researcher's Computation, (2024)*

The analysis in table 1.6 shows that 32 (40%) of respondents strongly agreed that Productivity has improved over the past year as a result of employee participation in strategic decision making. 40 respondents representing (50%) agreed, 1 respondent representing (1%) were undecided, 5 respondents representing (7%) strongly disagreed, while 2 respondents representing (2%) disagreed. Furthermore, 30 (35.3%) of respondents strongly agreed that customer satisfaction ratings have increased. 34 respondents representing (40%) agreed, 5 respondents representing (5.9%) were undecided, 8 respondents representing (9.4%) strongly disagreed while 8 respondents representing (9.4%) disagreed.

Finally, 26 (32.5%) of respondents strongly agreed that employee retention rates have improved as a result of employee participation in strategic decision making. 45 respondents representing (56.25%) agreed, 1 respondent representing (1%) were undecided, 5 respondents representing (6.25%) strongly disagreed, while 3 respondents representing (4%) disagreed.

Test of Hypotheses

H₀₁: Consultative participation has no significant influence on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State.

Table 1.7: Summary of regression analysis showing the influence of consultative participation on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State.

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.811 ^a	.658	.656	.44584

a. Predictors: (Constant), Consultative_Part
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.300	1	62.300	313.418	.000 ^b
	Residual	32.400	83	.199		
	Total	94.700	84			

a. Dependent Variable: Org_Performance

b. Predictors: (Constant), Consultative_Part
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.612	.147		4.165	.000
	Consultative_Part	.759	.043	.811	17.704	.000

a. Dependent Variable: Org_Performance

From the above model summary, R² value of 0.658 implies that about 65.8% variation in organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State was explained by the independent variable (consultative participation). The regression model appears fit with F-value of 313.418 which is significant at 5% level. The regression model is a robust predictor of the influence of consultative participation on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. Therefore, the alternate hypothesis which states that there is a significant

positive influence of consultative participation on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State is accepted. The value of Unstandardized Coefficient Beta of consultative participation is 0.759; which implies that every consultative participation will result in 75.9 % unit increases in organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State.

H₀₂: Delegative participation has no significant influence on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State.

Table 1.8: Summary of regression analysis showing the influence of delegative participation on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State.

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.767 ^a	.588	.586	.48904

a. Predictors: (Constant), Delegative_Part
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	55.718	1	55.718	232.976	.000 ^b
	Residual	38.983	83	.239		
	Total	94.700	84			

a. Dependent Variable: Org_Performance

b. Predictors: (Constant), Delegative_Part

Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	.543		3.111	.002
	Delegative_Part	.774	.767	15.264	.000

a. Dependent Variable: Org_Performance

From the above model summary, R^2 value of .588 implies that about 58.8% variation in organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State was explained by the independent variable (delegative participation). The regression model appears fit with F-value of 232.976 which is significant at 5% level. The regression model is a robust predictor of the influence of delegative participation on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. Therefore, the alternate hypothesis which states that there is a significant positive influence of delegative participation on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State is accepted. The value of Unstandardized Coefficient Beta of delegative participation is 0.774; which implies that every delegative participation will result in 77.4 % unit increases in organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State.

H₀₃: Employee engagement has no significant influence on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State.

Table 1.9: Summary of regression analysis showing the influence of employee engagement on organizational performance in Zenith Bank Plc. Uyo, Akwa Ibom State.

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.703 ^a	.495	.491	.54192

a. Predictors: (Constant), Engagement
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.831	1	46.831	159.465	.000 ^b
	Residual	47.869	163	.294		
	Total	94.700	164			

a. Dependent Variable: Org_Performance

b. Predictors: (Constant), Engagement

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.787	.191		4.115	.000
	Engagement	.717	.057	.703	12.628	.000

a. Dependent Variable: Org_Performance

From the above model summary, R^2 value of .495 implies that about 49.5% variation in organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State was explained by the independent variable (employees' engagement). The regression model appears fit with F-value of 159.465 which is significant at 5% level. The regression model is a robust predictor of the influence of employees' engagement on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. Therefore, the alternate hypothesis which states that there is a significant positive influence of employees' engagement on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State is accepted. The value of Unstandardized Coefficient Beta of employees' engagement is 0.717; which implies that every employees' engagement will result in 71.7 % unit increases in organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State.

4.4 Discussion of Findings

The first hypothesis state that consultative participation has no significant influence on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State. The result indicates that there is a significant positive influence of consultative participation on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. The value of Unstandardized Coefficient Beta of consultative participation is 0.759; which implies that every consultative participation will result in 75.9 % unit increases in organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. This collaborate with the study and finding of Umar (2019) who examined the relationship between employees' participation in decision making on organizational performance.

The second hypothesis state that delegative participation has no significant influence on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State. The result indicates that there is a significant positive influence of delegative participation on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. The value of Unstandardized Coefficient Beta of delegative participation is 0.774; which implies that every delegative participation will result in 77.4 % unit increases in organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. This collaborate with the study and finding of Harpreet (2019) who examined the impact of employee participation in decision making on organizational productivity.

The third hypothesis state that employee engagement has no significant influence on organizational performance in Zenith Bank Plc, Uyo, Akwa Ibom State. The result indicates that there is a significant positive influence of employees' engagement on organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. The value of Unstandardized Coefficient Beta of employees' engagement is 0.717; which implies that every employees' engagement will result in 71.7 % unit increases in organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. This in agreement with the study and finding of Nwoko and Emerole (2017) who examined the effect of employees' participation in decision making on organizational productivity, with reference to National Root Crops Research Institutes Umudike.

Conclusion

This study focused on employees participating in decision-making and organizational performance of Zenith Bank Plc, Uyo, Akwa Ibom State. Employee participation in decision-making can be a valuable tool for improving organizational performance, but should be implemented in a way that is appropriate to the specific organization and situation. Therefore, the study concludes that consultative participation, delegative participation, and employee engagement were found to be key factors that positively influenced employee performance in the context of Zenith Bank. As recommendations, the management of Zenith Bank plc, uyo, should establish a structured framework for consultative participation, ensuring employees' voices are heard and valued in strategic decision-making. This could be achieved by increasing opportunities for employees to participate in decision-making, both through formal consultative processes and informal channels of communication.

Also, the management of Zenith Bank plc, uyo, should implement delegative participation by providing employees with autonomy, training, and resources to make decisions within their job responsibilities, fostering accountability and motivation. Furthermore, the management of Zenith Bank should develop and implement targeted employee engagement strategies, including recognition programs, growth opportunities, and regular feedback mechanisms, to boost morale, productivity, and commitment to organizational goals.

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