

EFFECTS OF PARTICIPATIVE DECISION MAKING PROCESS ON
EMPLOYEES' PERFORMANCE IN THE ORGANISATION: (A STUDY OF
ZENITH BANK NIGERIA PLC)

BY

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CERTIFICATION

This is to certify that AJENIFUJA OLUWAPELUMI ADEMOLA at the Department of Business Administration, Mountain Top University Ogun State, Nigeria carried out this research project under my supervision.

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DEDICATION

This Research is dedicated to God Most High for His mercies and loving kindness, also to my parents, my siblings, friends, and supervisor for being there, and serving as guides for me through my stay in Mountain Top University.

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ABSTRACT

This study examined the effect of participative decision making process on employees' performance in the organization using Zenith Bank Nigeria Plc as a case study. The population of study comprised managers and employees of Zenith Bank PLC. The sample for the study was given as 133. Out of the 133 questionnaires administered to the participants only 110 were returned while 23 were not returned. The study was analyzed using of tables and percentage while the three hypotheses were tested with the aid of ANOVA. The result from the research showed employees' participation in decision making has positive effect on their performance.

This study recommends that organizations are inspired to design their firm in such a way that it will boot free flow of decision making in their organization and give room for full involvement of their employee to participate and create efficiency on organizational decision making process. Again, Organizations are advised to put more mechanisms that will encourage their workers to come up with better innovative ways of achieving and promoting organizational performance. Every firm is advised to create a direct understanding and notion of the concept of participative decision making to avoid conflicts of interest among the employees and the employer.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Decision making is however, one of the most relevant activity of management. It has been the preoccupation of all the management of multifarious organization to multinational corporations. Managers many at times consider decision making to be heart of their job in that they must always choose what is to be done, who will do it and how it will be done? Traditionally, managers influence the ordinary employees and specifically, their immediate subordinates in the organization. This has caused managers making unnatural decision even in areas affecting their subordinates. Rather, employee participation is a management and leadership philosophy about how people are most enabled to contribute to continuous improvement and the constant success of the organization.

Employee participation in decision-making fosters a sense of workforce belonging as well as a welcoming environment in which leaders and managers are prepared to express a secure industrial relationship. Workers' participation in strategic planning was thus considered as a way to motivate players to keep good jobs and raise job quality expectations (Noah, 2009). Because the task, the environment, and the people have changed, decision-making approaches in organizations are changing.

In many firms, high management makes decisions without taking into account the input of employees at lower management levels. It can be difficult for top management decisions to be executed, especially when they appear to be unfavourable to the staff who are the majority of the implementers. Decision-making in any company has traditionally been the realm of top management, with little or no engagement from those on the bottom rungs of the management ladder, despite the fact that they are the ones who are expected to see these decisions implemented (McGregor 1960).

Employee participation benefits the organization by increasing production, improving quality, and saving time. It is critical in increasing the organization's decision-making skill, work attitude, employee well-being, and productivity (Jones, Kalmi and kauhanen, 2010). The active involvement of subordinates of groups in the making of choices that directly impact them in the workplace is defined as participation. Participation may also be defined as a person's mental

and emotional involvement in a group scenario that encourages them to contribute to and share responsibility for the group's objectives.

Marchington (2001) saw employee participation as a feature of soft rather than hard Human Resource Management, (HRM). In organisation with a hard orientation, he considers that the “numbers driven”, cost-cutting mind-set reduces participation to a one-way communication channel. This contrasts with organizations that are true believers in employees as their “greatest asset” where there is a strategic pledge to sharing information and views and achieving a workplace culture that meets business needs.

Bennett, (2010) describes employee participation as a form of employee voice initiative which may be seen differently by Human Resource (HR) experts and unions.

Williamson (2008) noted that employee participation in decision making gives employees the opportunity to develop skills and technical know-how required to achieve high productivity. It also helps to boost employee morale, confidence which leads to high creativity, commitment and job satisfaction in the place of work.

MSG (2016) also spoke that employee participation in decision making helps to improve the level of employee satisfaction, commitment, morale, support and inefficiency in the work place. When people see that their suggestions and recommendations are implemented or put into practice, they feel motivated to strive towards doing more in the future. Psychologically, such individuals are considered as an integral part of the organization and viewed him or herself as a valued employee rather than a redundant worker.

Kuye and Sulaimon (2011) distinguished that, firms who supports employee involvement in decision making outperforms better than its rivals. The authors opine that employee involvement in decision making enhances employee commitment to strive towards increase organizational performance.

In view of the above, Helms (2006) concur that workers who partake in the decisions of their organization consider themselves fundamentally useful to their industry and believe to have good sense of belongingness in their place of work. Allowing employees participate in decision making process is important in closing the gaps that exists between employees and management. This is actualized by way of allowing workers’ input in developing the mission statement, establishing policies and procedures, determination, promotion and determining perks.

According to Noah (2008), Participative Decision Making is a special form of delegation in which employees gain greater power in making decisions or choices with respect to bridging the communication gap that exist between the management and the workers. It is a degree of autonomy where employees involve in organizational activities such as planning, directing among others to promote organizational commitment and productivity. Participative decision making is the same thing as employee involvement in decision making.

Probst (2005) defines Participatory Decision Making (PDM) as the degree to which employers encourage and enable employees to participate in the decision-making process of the organization. Employees are important to idea generation, according to the author, and participatory decision making boosts their dedication, drive, and passion on the job, resulting in high productivity. Employees, on the other hand, are required to apply their knowledge to generate realistic and acceptable answers on time, particularly when it comes to procedural concerns that affect the company. Participatory decision making, on the other hand, allows workers to constantly seek new ideas from many sources in order to increase organizational well-being. Employee performance is linked to employee participation in decision-making.

Somech, (2002) argues that decentralized authority structures carry the potential for achieving outcomes than traditional top down bureaucratic structures. On the other hand, participatory decision making allows workers to constantly seek new ideas from different setting to improve organizational wellbeing. Participatory decision making is linked to employee performance.

Kroll (2006) defined employee performance as a measure of efficiency and effectiveness of employee relative to their job. Efficiency refers to getting the most output from the least amount of inputs. Efficiency focused on doing things right, that is, not wasting resources. On the other hand, effectiveness refers to doing the right thing. It is primary concerned with performing activities to promote organization's goals (Robbins and Coulter, 2013). Effectiveness focuses on goal attainment and high attainment.

In essence, the advantages of participation are stated below: it costs less and handles time, participation makes individuals more creative, it enhances employee commitment to strive towards increase organizational productivity, firms who supports employee involvement in decision making outperforms better than its rivals, it makes a more effective decision, it motivates the other person and helps to boost employee morale, employees have confidence in their employers which may lead to high creativity, commitment, and job satisfaction in the place of work. The disadvantages are listed below: participative decision making may slow down decisions because of so many people are involved in

decision making, objections may come from the union, participative decision making takes time and energy to verify the accuracy of information when many people are involved, several inputs and feedbacks offered by many people make it difficult to choose best alternative among many suggestions, inappropriate when choices are complex, difficult to define when task independence is very high and organizational change is high.

However, the benefits of participatory decision making undoubtedly exceed the cost. Conversely, participatory decision making influences organizational performance. One of the problems associated with it is that, it slows down decisions because many people are involved in decision making process. Several inputs and feedbacks offered by many people make it difficult to choose the best alternative among many suggestions (MSG, 2016). Though, it takes time and energy to verify the accuracy of information when so many people are involved which may lead to delay in decision making process. In addition, participative approach to decision making is inappropriate when choices are complex, difficult to define, when task independence is very high and when organizational change is high (Kuye and Sulaimon, 2011).

Kroll (2006) defined employee performance as a measure of efficiency and effectiveness of employee relative to their job. Efficiency refers to getting the most output from the least amount of inputs. Efficiency focused on doing things right, that is, not wasting resources. On the other hand, effectiveness refers to doing the right thing. It is primary concerned with performing activities to promote organization's goals (Robbins and Coulter, 2013). Effectiveness focuses on goal attainment and high attainment.

Performance is a multifaceted notion, and at its most basic level, the process aspect of performance, i.e. behavioural interactions, can be distinguished from the intended outcome (Borman and Motowidlo, 1993, Campbell et al, 1993, Roe, 1999). The term "behaviour" refers to the actions people take to complete a task, whereas "outcome" refers to the result of an individual's job behaviour (Campbell, 1990).

Werner (1994) has synthesized the earlier propositions of performance through relating it to organizational formal reward stating as "the demonstrated skill and behaviour that influences the direct production of goods or service, or any kind of activities that provides indirect supports to organization's core technical processes."

This type of behaviour helps to create a stimulating workplace culture and climate, which aids in individual productivity and organizational effectiveness. Introducing personality tests and group discussion for testing a prospective candidate's ability for contextual performance, as well as efficiency tests (ability

and experience tests) to measure their performance, is advocated for selecting and inducing the correct employees in organizations.

In light of the above-mentioned, the Zenith Bank of Nigeria, which is one of the Nigerian firms that implements participatory management, will be researched to see if actual participation is practiced. Managerial issues that need business decision-making will be identified in order to demonstrate the amount to which employees are allowed to engage, the effects of participation on overall productivity, and the challenges faced in the practice of participative management.

1.2 STATEMENT OF THE PROBLEM

The debate over whether or not participatory decision-making is practiced in the banking industry is divisive. Most organizations in Nigeria use participatory decision-making, and the government has previously adopted legislation to encourage it. Some Nigerian management authors, on the other hand, argue that participatory decision making does not exist, or that if it does, it is not genuine. Because Nigeria lacks the necessary antecedent conditions to encourage participation, this is the case.

In practice, inadequate support of management to encourage workers' participation in decision making has adverse influence on employees' performance in Zenith Bank Plc. When staff members are not supported or motivated to partake in decision making process their commitment, morale and enthusiasm on the job will drop which leads to lower performance in Zenith Bank Plc. Management's reluctance to change makes employee participation in decision-making difficult. Managers create an organizational culture that reflects and supports their own management beliefs, techniques, and strategies, as well as their command and control. Employee participation in decision-making threatens the more autocratic manager. Because it goes against their established ways of thinking and acting, many managers are unwilling to join.

Many scholars have taken a more broad approach to analysing employee decision-making, suggesting that participatory decision-making necessitates a specific context in addition to a set of programs or methodologies. If work is not transformed, employee participation attempts may have a detrimental impact. Delegation, for example, is a participative strategy that has had mixed success, especially in public institutions. Participatory decision-making, on the other hand, is a tool for large-scale organizational transformation since it enables employees to make significant changes in their jobs.

Several studies have shown that allowing employees to participate in decision making leads to increase in motivation, job performance and organizational growth, (Kim, Mac Duffie and Pil, 2010 and Levine 1990).

A number of related studies on employee involvement in various countries have been conducted.

Wachira (2013) investigated the connection employee engagement and commitment at bank industries. The findings revealed that employee engagement and employee commitment can be established through job satisfaction and employee manager relationship. This previous study looked at employee engagement levels and job satisfaction while the present study seeks to determine the effect of participative decision making process on employees' performance.

In light of the foregoing, the goal of this research is to establish the amount of participatory decision-making in Zenith Bank Plc, as well as its impact on employee performance, as well as the benefits and drawbacks of such a practice.

1.3 OBJECTIVES OF THE STUDY

The objectives of the study are divided into two parts. The General and the Specific objectives

The general objective of the study is to assess the effect of participative decision making practices on employee performance in Zenith Bank Nigeria Plc. Conversely, the following specific objectives are pursued.

- To ascertain the level of worker's participation in decision making in Zenith Bank Nigeria PLC.
- To examine the effect of employees' participation on employees' performance in Zenith Bank Nigeria PLC.
- To determine the influence of employees' performance in Zenith Bank Nigeria PLC.
- To determine the influence of management behaviour on employees' performance in Zenith Bank Nigeria PLC.

1.4 RESEARCH QUESTIONS

- Do the levels of worker's participation in decision making affects Zenith Bank Nigeria Plc?
- To what extent does participative decision making affect employees' performance in Zenith Bank Nigeria Plc?
- To determine the degree to which participative decision making has influence on employees' performance in Zenith Bank Nigeria Plc?
- To determine how management behaviour influence employees' performance in Zenith Bank Nigeria Plc?

1.5 RESEARCH HYPOTHESES

Hypotheses are important for a research work because they guide the types of data to be collected in order to answer the research questions.

The hypotheses are to be tested below:

- Hypothesis one

H0: Participative decision making involves participation at all levels of management in Zenith Bank Nigeria Plc.

H1: Participative decision making does not involves participation at all levels of management in Zenith Bank Nigeria Plc.

- Hypothesis two

H0: Participative decision making has significance positive effect on employees' performance in Zenith Bank Nigeria Plc.

H1: Participative decision making has no significance positive effect on employees' performance in Zenith Bank Nigeria Plc.

- Hypothesis three

H0: Participative decision making has significance positive influence on employees' performance in Zenith Bank Nigeria Plc.

H1: Participative decision making has no significance positive influence on employees' performance in Zenith Bank Nigeria Plc.

1.6 SIGNIFICANCE OF THE STUDY

The purpose of this research study is to create the awareness on how the banking sector and other organizations have fared in terms of participatory decision-making and its contributions to employee initiative, thereby improving organizational efficiency. It is expected that this study will be beneficial to the management by giving enough insight into the benefits of employee participation in decision making, made clear to managers what participative management stands for hence, reducing the fear often harboured by these managers.

This research will be beneficial to institutions, governments, and businesses. It will be especially beneficial to them in making sound decisions about their operations and decision-making. Similarly, it will assist the government in making decisions that will promote the nation's growth and development.

Workers, business students, and society as a whole could all benefit from this research. The outcome of this study can be useful to those organization facing challenges of participative decision making and employee performance. Again, the findings of this study will contribute to existing knowledge in the area of study as well as bridging the gap that exist in the field of study. Finally, if the organizations make profit or not, they must make decisions about their operational activities, this project will go a long way toward assisting them in making those decisions.

1.7 SCOPE OF THE STUDY

The study will use the Zenith Bank Plc. as a case study to examine the impact of employee participation in decision-making and employee performance in the organization. The extent of employee participation, the impact on employee satisfaction and productivity, and the issues encountered in its implementation will all be investigated.

This is due to the researcher's limited time and financial resources. Also, some managers' reluctance to use their organizations for research. Despite these

limitations, the study will examine all available data in order to meet its objectives.

1.8 BRIEF HISTORY OF THE CASE STUDY

Zenith Bank PLC was founded in May 1990 and began operations as a commercial bank in July of that year. Following a highly successful Initial Public Offering, the Bank became a public limited company on June 17, 2004 and was listed on the Nigerian Stock Exchange (NSE) on October 21, 2004. Zenith Bank PLC has approximately one million shareholders and is Nigeria's largest bank by tier-1 capital.

The Bank listed \$850 million worth of its shares on the London Stock Exchange in 2013, at a price of \$6.80 per share (LSE). Zenith Bank PLC, headquartered in Lagos, Nigeria, has over 500 branches and business offices in prime commercial centers across the country, including the Federal Capital Territory (FCT). Zenith Bank was granted a license by the Financial Services Authority (FSA) of the United Kingdom in March 2007 to establish Zenith Bank (UK) Limited as Zenith Bank Plc's UK subsidiary.

Zenith Bank also has subsidiaries in Ghana, Sierra Leone, and Gambia, under the names Zenith Bank (Ghana) Limited, Zenith Bank (Sierra Leone) Limited, and Zenith Bank (Gambia) Limited. In addition, the bank maintains a presence in the People's Republic of China. The Zenith brand will be expanded to other African countries, as well as European and Asian markets, by the Bank. Zenith Bank PLC pioneered digital banking in Nigeria, achieving several firsts in the deployment of ICT infrastructure to develop innovative products that meet the needs of its thronging customer.

1.9 DEFINITION OF KEY TERMS

- **Commitment:** It is defined as the state or quality of being dedicated to a cause or activity.
- **Decision making:** This is the process of identifying and selecting a course of action to solve a particular problem. It can also be defined as a thought process of selecting a logical choice from the available option in decision making process.

- Delegation: This is the transfer of responsibility for a task from a manager to a subordinate.
- Effective: This is the act of producing an intended result of something in an organization.
- Efficiency: The fundamental reduction in the amount of wasted resources that are used to produce a given number of goods or services.
- Employee participation: This is the extent to which employers allow or encourage employees to share or participate in organizational decision making. This is actualized by way of allowing workers input in developing the mission statement, establishing policies and procedures, determination, promotion and determining perks.
- Employee performance: It is a measure of efficiency and effectiveness of employee relative to their job.
- Employee satisfaction: This is a measure of workers contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision.
- Employee/ Worker: It means any person who has agreed to place his or her gainful activity in return for a remuneration, under the direction of another person who may be an individual, a private or public company who is styled the employer.
- Management: This is the coordination and administration of task to achieve a goal. It is made up of top and middle level management, top management includes: shareholders, board of directors managing, director or the chief executive/general manager (i.e. management above departmental level) middle management includes heads of department, managers, deputy and assistant managers.
- Organisation: This is a social group that was purposefully formed and maintained with the goal of achieving specific goals.
- Participation: This will be regarded as the process by which people contribute ideas towards the solution of problems affecting the organization and allied matters.
- Participative decision making: This is the extent to which employers allow or encourage employees to share or participate in organizational decision making.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter is broken into various subsections, review of related literature, theoretical framework and empirical studies will be discussed in this chapter. In this light, we will discuss first the concept of participation, highlight of expressed views concerning employee participation will be made. Other segments of the literature as leadership style and degree of participation, forms of employee participation, methods of involving employees in decision making, arguments for participative management, arguments against participative management and etc. will be discussed.

2.1 CONCEPTUAL FRAMEWORK

2.1.1 CONCEPT OF MANAGEMENT DECISION MAKING

Decision, or making a choice among alternatives, is an important notion in achieving goals. The decision should theoretically benefit the company's manager, subordinates, owners, and, most significantly, the general public. Management makes decisions that are carried out by people, i.e., subordinates. A choice between two or more alternatives is referred to as a decision. You can't make a decision if you only have one option. This definition demonstrates how decision-making in general operates as a platform for which choices serve as a means to an end rather than being subjected to a particular sequence. However, before you can make a decision, you must first participate.

2.1.2 CONCEPT OF PARTICIPATION

"Participation particularly pertains to allowing employees to have a voice in developing policies, procedures, and processes that directly or indirectly affect," according to Murew (1967). As a result, communicating information between managers and staff is a difficult procedure. Individual members are active in a wide range of organizational objectives, issue solving, and decision-making processes through the use of participation.

Davis (1981) stated that participation is a mental and emotional involvement of persons in group situations that encourage them to contribute to group goals and share responsibility for them.

Lewin (1969) defined it as a mode of organizational operation in which decision as to actions are arrived at by the person, who are to implement those decisions.

Participation in this study, on the other hand, is a process in which two or more parties influence each other in making decisions that benefit the organization as a whole. The participants in the decision-making process may be acting alone or in groups.

Management selectively shares some of its capabilities with employees under participatory management. It takes into account both the wishes and recommendations of the members and the leader's. It's a human relations approach in which all group members are considered as major contributors to the organization's decisions.

Gurin, Veroff and Feld (1979) resolved that participation is really a middle-class value, and grows out of the prior expectations of those being supervised.

Vroom (1964) states two distinctions in the definition of participation. The first he calls "psychological" (you think you are participating in the decision that affect you), and the second "objective"(you actually participate strongly in the decisions that affect you whether you know it or not). Vrooms study in essence shows how follower personalities affect participation.

As a daily action involving people in applying themselves in what influences their work, the concept of participation is summarized as a live process. It is a concerted effort to help employees at all levels of a company to use their knowledge, skills, and abilities more effectively in their work and to have a greater say in workplace choices.

2.1.3 FORMS OF PARTICIPATIVE DECISION MAKING

According to Sagie and Aycan (2003) has identified four categories of participative decision making in the following; face-face, collective, pseudo and paternalistic participative decision making.

Face-Face Participative Decision Making: It involves employee direct communication with the superiors in the decision making process. Again employees who possessed needed knowledge and information are involved in the decision making process.

Collective Participative Decision Making: It involves employee indirect involvement in the decision making process over representative such as consultative committees and work councils or trade unions.

Paternalistic Participative Decision Making: It signifies a relationship between a superior and subordinate in form of fatherly to child participation. As the label

sounds, the superior is expected to know what is best for the subordinates and provide it.

Pseudo Participative Decision Making: Managers pretend not to know what is best for the subordinates. It is a method of relationship that develops in a high individualist and high power culture (Sagie and Aycan, 2003).

2.1.4 EXPRESSED VIEWS CONCERNING EMPLOYEE PARTICIPATION

Various opinions have been expressed concerning employee participation. These views range from absolute dismissal of the idea to religious belief that participation will make firms creative and competitive. Workforce leaders and employees while continuing to press mostly for increased economic benefits and related gains in working conditions, have become gradually persistent in demands for more direct involvement in the decision making processes of the companies that employ them. Legislators have allied themselves to the union for political gains. Participation has become a familiar focus of political debates in a number of countries where its backers seek legislation to establish new participation formats or expand existing procedures in companies to include more participation. Some executives on the other hand have held on to the belief that worker participation has no place in the enterprise.

McFarland (1968) tells us that the root of participative decision making lies in the company philosophy and managerial style and in the overall organizational climate. Organizational climate as used by McFarland includes people, laws, economic and market conditions and technology.

McGregor (1960) monitors the subject by highlighting the desirability of replacing the commanding theory X by the more democratic participative theory Y. This theory assumes grater motivation and increase fulfilment of both individual needs and organizational goals. This theory assumes grater motivation and increase fulfilment of both individual needs and organizational goals. The individual will assume responsibility freely and easily, exercise self-direction and self-control. Such organization that operates on this assumption would readily distribute responsibility widely among its managers and would want an individual to participate in setting goals for him and for the organization. In other words this theory emphasizes participation management rather than management by control.

Akpala (1990) considers that MBO (Management by Objective) to an assured degree can be termed a participative management system. Its operation calls for manages at any level to join with their subordinates or their superior to plan the objectives of the respective levels of management. That is, the manager and the subordinate collaborate in setting goals for the subordinate with the

understanding that the extent to which these objectives are attained will be the major factor in evaluating and rewarding subordinate's performance.

Maslow (1943) also extended his theory of motivation to emphasize the importance of providing an organizational environment in which the individual can achieve maximum self-actualization. This is manifested in workers or employees performing their jobs on a daily basis, knows the taste and distaste of particular jobs, hence the problem associated with them. Therefore, they are in a better position to identify such problems, their magnitude, extent and ramification. They must therefore be allowed to make assistances towards solving such problems or where they cannot provide solutions to such problems they should be allowed to make recommendations on how they would be solved because two heads are better than one.

Kloeze, Molencamp and Reolof (1980) have suggested that participation needs to be explained in terms of degree and direction. The degree of participation in an organization explains the amount of involvement that each individual employee will have in both formulation and implementation. This will be partly determined by the way authority is delegated and also be determined by how influential the participation will be. In other words whether the employees are truly allowed to be involved and are allowed to make decisions or whether they are merely allowed to have some input which is not fully incorporated in decision making (Pseudo-participation) depends largely on the spelt out degree of participation in that organization.

Ellon (1960) expresses participation as "a man's basic life process". To him, man being a common creature pursues constant communication with other people, his work let alone his attitude is bound to be affected by those interactions. This is because, to a large extent, organizational procedures not only impose on his task but determine the specification of his role and responsibilities.

Powell and Schlacter (1971) suggested that the principal reason for the lack of increase in output was that many of the workers were not ready to participate. According to them, the workers preferred the dependent relationship found in an authoritarian leadership style. The researchers also pointed out that it takes time for people to become involved and that when they do the very nature of their involvement which they asserted as follows: "The increasing number of relationship and interest, the development of multiple objective and the possible loss of informal leadership are factors which tends to hamper improvement in performance".

Waldman (1986) placed forward that participation of employee is admired by some, acquitted by others. He discourses the difference in point of view between its proponents and its opponents are about as excessive as those between leaders of "iron curtain" countries and those of the free world when they use the term 'democracy'. Some have claimed that participation of employee is the answer to organizational problems because it helps to eliminate

conflicts and disagreement. Others think of participation as a form of managerial abduction. According to such critics participation of employee is a dangerous ideal that will undermine managerial prerogatives and weakens management effectiveness. McGregor et al discourse that some group of managers looks at participation as a useful item in their bag of managerial tricks. To such managers, participation is a manipulation device for getting people to do what they want under conditions that delude the participators into thinking that they have had a voice in decision making. In criticizing such manager he says that participation used in such narrow sense would be incorrect. In this view, the effective use of participation is a consequence of managerial point of view which includes confidence in the potentialities of subordinates and the desire to avoid some of the negative emphasis on personal authority. Elton Mayo realized that group activities are effective only when each individual sees his interests as parallel to those of the group. This theory conceptualized in what is generally known as the "Hawthorne Experiments". Argues that individual see themselves as part of a specific group or clan rather than members of society as a whole.

Davis (1981) says that a person who is actively involved in something is naturally more committed to carrying it out on his own. Such an individual creates responsibility rather than having it forced upon him by delegation. Thus by making him responsible, the individual gains a measure of independence and dignity as a person making his own decisions though these decisions may be heavily influenced by his group environment. All other views regarding participation of employee in the workplace have revolved around these opinions with little or no variation. However, time and experience have taught us that for an organization to survive in today's complex economy; it needs the support and active participation of its employees.

2.1.5 LEADERSHIP STYLES AND DEGREE OF PARTICIPATION

Business leaders are the CEO, directors, top management etc., they establish association vision, mission, goals and the decisions they make effect output and success of the organization and its workforce. Several examiners have secured what effective leadership is.

According to Grunig, and Dozier (1992), companies should have robust participative culture, innovative and have good leader who motive and direct their staff. Leaders should use strategic planning and collaborative work surroundings. Good leadership is important to establish successful teams, improve organization communication, productivity, customer satisfaction innovation etc.

Packard (1989) has distinct Leadership as the process of persuading others to accomplish specific objectives in specific situations. However, leadership is such unduly coercive methods as influencing people with acts of violence.

Dubrin (1989) elaborates that effective administrative leaders are relatively constant in the way they attempt to influence the behaviour of group members. All the major decisions manager who makes in one situation is not likely to share decision making in another. Also, the manager person who is considerate in one situation is not likely to be insensitive in another. He goes further to say that the relatively consistent pattern of behaviour that characterizes a leader is his or her leadership style. Same time the behaviour of most managers is too complex to be described by a single style, and some managers modify their styles is still useful Benard (1992) referred to pseudo-participation as a manipulative device used by management, that is, while maintaining a theory X philosophy, they only recognize the subordinates' inputs only when they conclude with the decision they (administration) have already made.

2.1.6 FACTORS THAT INFLUENCE PARTICIPATION

There are three 3 key factors that influence the concept of participation.

These factors are listed below:

THE ORGANISATION: For actual participation to take place, the organization must provide a psychological climate conducive for participation. This means first, that it must initiate and encourage a two-way flow of information. If information is directed only one way down, there is no meaningful exchange between management and employees that can take place.

Secondly, the organization's attitude towards its employees to participate effectively. They must be made to feel that their opinions and ideas mean something, that they are valued both as persons and as employees. As a general rule, theory and management philosophy tends to suppress participation, where the theory approach encourages it. It is true because participating, which grows out of the assumption of theory, offers substantial opportunities for self-worth satisfaction for the employees and thus can effect motivation towards organizational objectives. Next, the organization's effort to encourage participation must be sincere. If employee participation programmes are used as a gimmick to improve "morale" with little or no intent of using the employees' opinions or suggestions to influence decision, it becomes meaningless and often does more harm than good.

According to Tannaembaum and Schmidt (1980) problems may occur when the manager uses a democratic façade to conceal the fact that he has already made a decision which he hope the group will accept as its own. They added that the attempt to make them think it was their idea in the first place is indeed a risky one. Finally, the organization must establish guideline as to the freedom managers can allow employees in making decision concerning work in their department.

THE MANAGER: As a way of encouraging effective employee participation in decision making the manger must operate a two-way communication flow. His

efforts to encourage participation must be sincere and the freedom he can allow employees in making decision concerning work in his department must not exceed the guidelines established by the organization. He must always remember that participation does not relieve him of authority or his responsibility for making decisions. Also, the manager must realize that he has a dual responsibility, one to his organization and the other to his employees. Therefore, the desires and wishes of the employees must always be considered but when a conflict exists, the manager is obliged to support the goal of an organization.

THE EMPLOYEE: The grade at which an employee is allowed to participate in decision making depends to a great extent on his background and training. If the employee has no background on the subject being discussed, no knowledge and competence with respect to the problem, his opinions and suggestions will have little values. In spite of this, however, his advice can be used to identify area of concern and collection of information. On the other hand, if the employee has considerate experience and training, his advice may prove beneficial in making decision. Therefore, by allowing the experienced and inexperienced to participate, both will feel that they have some control over their work.

2.1.7 DIFFERENT NEEDS FOR PARTICIPATION

While we have stated the different forms of participation, it must not be assumed that employees in general love participation. In detail, the amount and character of participation need to be geared to the values, the skills and the expectations of the people involved if productive results are to be obtained.

According to Davis (1960), some employees desire more participation because they tend to have lower performance, low satisfaction, lower self-esteem, more stress and other symptoms of tension and discontent.

However, some people want a minimum participation and are not disappointed because they lack it. He added that the difference between one's desire and actual participating gives a measure of the match between a firm's practices and individual desire, that when employees want more participation than they have, they are anticipatively deprived and there is under participation.

Conversely, when they want, they are particularly drenched and there is over participation. He then determined by stating that where there is either under participation or over participation, people are less satisfied than those who participate to a degree that matches their needs. Therefore, participation is not something that should be applied similarly to everyone, rather, it should match

their needs as a corollary to employees' attitude towards participation. They are sceptical about it because they are afraid of the subject of losing authority. Sponsors on the subject have treated to agree that this reason is hardly a justifiable one because participative managers still retain final authority. All they do is share the use of authority so that employees will become more involved in the affairs of the organization.

Concerning managers who still retain this attitude, Donnelly (1986) stated that the extent you have to rely on authority of your position, you are a questionable manager. If you are not in the position to get people to accept ideas because they are sound, then you are really not a good manager and so it is not a matter of throwing positions of authority out of playing them down.

2.1.8 EMPLOYEE PARTICIPATION INDICATORS

Employee Participation is concerned with mutual decision making in the organization between employee and employer. It shows how companies can advance their performance by engaging employee interest and dedication (Cotton, 1993). Employee participation indicators include the following; employee motivation, organizational structure and employee commitment.

Employee motivation

By description, motivation is as an internal or external driving moral that yields individual readiness to execute an action to an extreme (Nnabuike, 2009). According to the researcher, the driving force comes from an individual who motivates him/her to begin an action until the task is concluded or achieved. On the other hand, Motivation has to do with why entities behave the manner they do. It is an important organizational process because employees carry out a lot of tasks which in turn influences organizational productivity. Armstrong (2009) motivation is concerned with the strength, behaviours and factors that sway people to behave in certain ways. In the author argument he says that motivation comprehends the goal individual set to achieve and the way individual choose their goals in the organization. Motivating people is about getting them to move in the direction you want them to go in order to achieve a desired result. Employees are motivated when the know that a path of action is likely to lead to the accomplishment of a goal and a valued reward. Motivation, regardless of explanation is an essential driver used by employees. In fact, according to Mitchell (1982) motivation is so essential that it is often recognized as a

“psychological process that causes the arousal, direction, and persistence of deliberately actions that are goal directed”.

Employee commitment

Employee Commitment is defined as a state of attitude or sense of duty that characterizes employee relationship on carrying out work task (Manning & Curtis, 2009). It refers to an oath or guarantee that binds employee with others on accomplishing work task. Employee commitment is very important because of its requirement in increasing the standard task of organizational performances. It showed the extent to which employee's visualized with organizational mission statement and encourage it efficiently.

Organizational Structure

Organizational structure is defined as a system that displays hierarchical power that flows from upper management level to subordinate management level. It is a structure by which tasks or assignments are shared, allocated and co-ordinated among firm's associate. Put differently, it is a way in which different sub-units are arranged and interrelate with each other (Chiekezie, Nzewi & Orogbu, 2008). Organizational structure also refers to the official and managerial arrangement between personnel and groups as regards to the dividing of tasks, responsibilities and power within the firm (Galbraith, 1987; Greenberg, 2011). Organizations exist to achieve its setting goals. These goals are classified into tasks or function required for the task and it is usually grouped into departments. Most departments in some firms are grouped into; marketing, sales, human resource, manufacturing, advertising, among others. Within each department, even more distinctions are found between the jobs people perform. Departments are linked to form the organizational structure. The organization's structure gives it the form to fulfill its function in the environment (Nelson & Quick, 2011).

2.1.9 APPROACH OF EMPLOYEE PARTICIPATION

Though there is no authoritative source or theory that defines participation, Lawler and others (Lawler 1998; Lawler et al. 1998; Ledford 1993) provide a good starting point by identifying four key approaches, whose nature and location in the organization are central issues for governance in all organizations and which largely determine the nature and degree of participation available to employees. These are information sharing, knowledge development, rewards and recognition systems and power sharing.

Information sharing about business performance, plans, goals, and strategies, about new technologies and competitors' performance is another. Without business information, individuals are restricted in their ability to make meaningful contributions, participate in planning and setting direction, understand the effectiveness of their performance and that of the organization. Information sharing includes both information disclosure and open communication processes.

Knowledge development and training to teach abilities in group decision-making and problem-solving, leadership, quality and statistical analysis, a business knowledge, and cross-training. Employees can understand and contribute to organizational performance with this information and training.

Rewards and recognition systems that are based on the performance of the organization and that are designed to encourage employees to obtain information, add skills, take more decision-making responsibility, enhance teamwork, and perform in ways that help the business (for example, through the use of individual incentives, work group or team incentives, profit sharing, employee stock ownership plans, stock options plan and non-monetary recognition and awards for performance.

Power sharing, particularly in decision-making, either through parallel structure practices like quality circles, committees, survey feedback, or suggestion systems, or work design power sharing practices like job enrichment and redesign, self-managing work teams, mini-business units, and participation on decision-making boards and committees that allow employees to use and apply the informatics.

2.1.10 CHALLENGES OF EMPLOYEE PARTICIPATION IN DECISION MAKING

There is no single expert source or theory to support employee participation as a management technique, according to Lawler (1992), just as there is no single authority source or theory to support overall quality management. It has a long history that can be traced back to early study on democratic leadership in the workplace. That study, which began in the 1930s, focused on the consequences of involving employees in decision-making. It demonstrates that under specific circumstances, employees are more dedicated to decisions and that when they are involved, better decisions are made. Before adopting an empowerment program, it's important to understand the benefits and drawbacks of employee empowerment. Employees who are given the freedom to make their own daily operational decisions can change the way their duties are done to make the

workplace more efficient. When employees are given the freedom to innovate in the way they do their jobs, they can develop cost-cutting and time-saving techniques that benefit the organization. Departmental fragmentation is one of the negative outcomes of empowerment. According to the Management Study Guide website, employees and work groups who are allowed to deal with their own daily work issues can become enraged at co-workers or other departments. This empowers employees and work groups to feel as if they no longer need to take direction from management. This results in a company made up of individuals or work groups pursuing their own objectives without much guidance from the company. A corporation forms a management team to use company policies and procedures to steer employees toward achieving performance goals. There is a danger of failure when you enable your staff to handle their own daily tasks. Employees who are empowered may not feel the need to seek assistance from management, or they may be completing work tasks in an unsatisfactory manner without realizing it because they do not have a boss to keep them focused. Management should keep an eye on employee performance and intervene to help those who are falling short of their targets before productivity suffers.

Training

Lack of employee training in an society or institution hinders the participation of employees in active decision making since they will not be having enough skills to participate in making decisions for the organisation.

Time

Time is an essential factor in decision-making since it helps to distinguish between excellent and bad choices. As a result, most businesses will not wait for employees to get on board with their ideas because the action may necessitate urgent action on the subject matter (Lawler's, 1990). These are some of the many observable restrictions that have prompted research in this topic, with a variety of outcomes as advantages and constraints to organizational decision-making.

Education level

Different employees at different levels have different education levels, Employees with higher education levels tend to participate more in decision making due to the confidence they have and knowledge about work related rights whereas less educated employees are ignorant and less confident.

Job experience

When a worker spends longer time in an organization, they tend to understand more about their rights and obligations, allowing them to successfully participate in decision-making, whereas new employees with no experience are afraid to participate in decision-making due to a lack of experience.

Fear and Distrust

When there is fear and distrust from management that it's carrying along of employees in the decision making of the organisation can be seen as weakness on its part and may prevent them from taking corrective disciplinary actions when necessary on employees. The lack of trust that employees will want to make decisions that will only favour them and not considering the interest of the organisation which primarily is to make profit can pose a challenge to employee's participation in decision making process of an organisation (Engelen, 2004),

Manager- Employee Boundary

Another potential task of encouraging employee involvement is the risk that the line of distinction between the management level and employee level becomes unclear. Though managers may value employee involvement, a disciplined structure with clear reporting lines has long been vital to stability in societies. Allowing employees to share ideas and make decisions without having them push the envelope and try to take on responsibilities that are reserved for management levels is a real risk.

Leadership

This varies from Organisation leaders to the employee leaders. When leadership at all these levels is poor, there will be no participation from employees on decision making in organisation due to poor structures that may be deployed by the poor leaders of the employees.

2.1.11 EFFECTS OF EMPLOYEE PARTICIPATION

Salary and training expenditures (developing new skills and responsibilities for lower-level participants results in greater compensation and further training); support workers were mentioned as some potential negative implications (if the new program creates a new structure that needs support and management, support personnel must increase) Expectations for organizational change and personal growth and development opportunities (any program that emphasizes participation raises expectations for organizational change and personal growth, which, if not met, leads to dissatisfaction and cynicism) Resistance from middle management and/or staff support groups (if they are not positively impacted by the program, they may resent it) (participation takes time and can slow decision-making because a number of people have to understand and accept the decision). Lawler is a law enforcement officer (1990)

2.1.12 DIMENSIONS OF EMPLOYEE PARTICIPATION

Five diverse perspectives on the goal and motivation for worker participation in companies mirror the key values. De Bal Bolle (1992)

The Managerial Approach, which is motivated by efficiency and productivity goals (participation is organized at a lower level in order to relieve worker dissatisfaction and morale problems). The amount to which management delegated or retained the power to originate, frame, and conclude participatory procedures is a major problem in this method. It also reflects management's belief that direct worker participation weakens union power.

The Humanist Psychology Approach, which is inspired by human growth and development goals, (participation as a way to enhance the well-being of the individual by promoting individual creativity, self-esteem, and ego strength).

This approach reflects the movement led by Elton Mayo. It reflects a much more positive view of human nature and emphasizes the need to retrain managers to develop their participative leadership skills and unlearn

authoritarian behaviours. It acknowledges the societal function of the workplace and the benefit of participatory restructuring of the workplace, given the central role it plays in the lives of most ordinary people (Pateman 1970).

The Industrial Relations Approach, which is motivated by democratic aims (participation is not only a means to an end in and of itself, but also a means of establishing a strong democratic society defined by active and participative citizens).

The importance of the external environment is reflected in this approach (not highly recognized in bureaucratic, hierarchical organization design but more widely recognized in organic, open-system designs). Workplace participation is seen as contributing to a more effective and just society.

The workplace is seen as a point of leverage from which to achieve a more egalitarian redistribution of power, leading to a greater democratization of the entire political process (Emery and Thorsrud 1969, Bachrach and Botwinick 1992, Pateman 1970, Matejko 1986).

The Revolutionary Approach is a political approach that is motivated by revolutionary ideals (participation as a means to change the overall structure of ownership to a collective base and to educate workers to class consciousness). A robust labour movement is considered as critical to progress toward increased worker participation.

2.1.13 METHODS OF INVOLVING EMPLOYEES IN DECISION MAKING

Several methods of involving employees in an organization's activity has been identified by management writers amongst which are:

Job Enrichment

Employees' vertical duties are being increased, and they are being given more discretion to make decisions that influence their job without consulting their superiors. The goal of job enrichment is to maximize an individual's potential while also increasing his involvement in decision-making. A more interesting job is said to be the path to better performance. It entails enhancing employees' decision-making abilities. It is only suitable for high level managerial, professional and crafts jobs where the potential for enriching jobs is greater. It has also been found that trade unions dislike job enrichment. A trade union leader in his reaction to dislike for job enrichment said. If you want to enrich the job, enrich the pay packet, the better the wage the greater the job satisfaction (Ofstad 1989).

Consultative Councils

Employee representatives gather at regular intervals to collect and send information on organizational activities as well as make comments on how things should be done. Management may identify a group of managers, say a line managers' conference where some of them deliver papers and the board is interested in the subject matter of the papers, and the council is not supposed to be biased, that is, fighting for the interests of the employers. Management may identify a group of managers, say a line managers' conference where some of them deliver papers and the board is interested in the subject matter of the papers.

Board Representation

When employees are represented on a company's board of directors, employee participation reaches its pinnacle. It is a new form of employee participation in decision-making that has recently arisen and is rapidly gaining traction in most advanced countries. The board of directors is the organization's most important decision-maker, as they set the corporate objectives and board policies that drive the organization's operations. Strategic decisions also affect government decisions, resulting in suitable legislation being created to safeguard the organization. When employees nominate someone to serve on the board of directors, they are demonstrating their commitment to succeed. Employees should be appointed to corporate boards based on their efficiency and competency, however experience in labor organization may suffice as evidence of competence (Fatchett 1974).

Collective Bargaining

Collective bargaining, also known as joint consultation, is a self-contained method for establishing job regulations between employers and labor unions. It is a situation in which employee representatives meet with employer representatives to haggle and agree on issues affecting employees at work, or a process in which one party in industrial relations makes proposals or demands to another, with the intention of discussing, criticizing, explaining, and exploring the meaning and efforts of the proposals in order to gain acceptance. Wages and salaries, as well as other circumstances like as housing, transportation, leave allowances, medical care, pensions, gratuities, and so on, were the focus of the negotiations.

It was defined by Akpala (1982) as a process of negotiating the best possible working conditions and terms of employment between workers and employers through their organizations of a contract of employment. The goal of collective bargaining is to reach an agreement, but if one is not reached, the action taken is just as collective bargaining as if the process had concluded in an agreement.

When one or more collective actions are involved, collective bargaining takes place regardless of whether or not an agreement is achieved, as long as the two sides have made serious efforts to reach an agreement. In redefining collective bargaining, the Nigerian Employer's Consultative Association (NECA) asserts that "Collective bargaining is a decision-making process. Its primary goal is to reach an agreement on a set of rules that would control the substantive and procedural norms or parameters of the negotiating parties' employment relationship."

Individual Contact

According to John (1987), this entails a daily and face-to-face interchange of thoughts, ideas, information, and experience between managers and their employees on an individual basis, with no formal preparations required, and the employee feeling valued both as an employee and as a person. Despite these benefits, there are inherent negatives, as evidenced by employees' reluctance to express themselves about their jobs, most likely due to a fear of losing their groups and jobs. Some managers also believe that seeking input from their employees demonstrates a lack of leadership ability.

Management by Objectives

The notion of management by objectives is similar to participative management in that goal congruence occurs when superiors and subordinates agree on objectives and performance criteria to assess subordinates' performance. Employees are involved in decision-making as a result of management by objectives. Management by objectives is planning that is done cooperatively between two levels of management, the top level with the middle level with the lower levels to participate in making decisions that lay forth corporate, departmental, or specific objectives, policies, processes, and so on (Lawler 1986) .

Work Ownership Scheme

This is a situation in which employees are not just employees, but also shareholders in the company. To put it another way, employees are given the right and chance to hold stock in the company. The inference is that they (workers) view any effort as being made for themselves rather than for the business's managers or owners. The goal of shareholding is to democratize ownership. Benamine et al., 1990.

Consultation

This entails polling employees on issues that influence their jobs. Before making choices, managers engage with their staff to encourage them to think about issues and add their own thoughts. It would also entail informing employees about decisions made and explaining why certain actions were done in order to secure their cooperation. However, the inference is that management

must approve or disapprove of employee recommendations. The advantage of consultative management is that it allows managers to consult with their staff at any moment without having to go through the red tape that committee procedures entail. In addition, the manager has the ability to consult with any number of employees, from one to a large group.

2.1.14 CONCEPT OF PERFORMANCE

Terminology is a delicate material to use in the broad field of management since each term specifies a specific concept, and concepts can be produced and used in other fields depending on their definitions. In the recent decade, the term "performance" has sparked a lot of attention in the aviation industry on a global and European scale.

Our initial priority during our research on the Performance Management System (PMS) was to be able to understand each phrase separately, beginning with the term Performance.

Performance is defined as the level to which a goal is attained. It can also be defined as the efficiency and effectiveness of a purposeful action.

Hauber (2002) defined the term "performance" as "the contribution of specific systems (organizational units of various sizes, workers, and procedures) to the achievement and validation of a company's goals."

For the relevant stakeholders, Krause (2005) defined performance as the degree of achievement of objectives or the theoretically feasible accomplishment of the important qualities of an organization. As a result, performance is primarily defined by a multidimensional collection of criteria. The actions of players in business processes are the source of performance.

Tatjana Samsonowa (2012) claims that all of the many definitions she had to study in the literature on performance measurement had one thing in common: they are all tied to two terms: effectiveness and efficiency.

Effectiveness as a measure of how well a goal was achieved, and efficiency as a measure of how many resources were used to get there. She defined "performance" in her work (2012) as an organization's level of goal achievement rather than an individual's level of goal success.

Andersen and Fagerhaug (2002) believed that having reached a point where performance has replaced productivity is sufficient, and that performance is widely accepted to cover a wide range of aspects of an organization, from old productivity to the ability to innovate, attract the best employees, maintain an environmentally sound operation, or conduct business ethically.

According to Otley (2001), the word "performance" is a "weasel word" since it appears to signify quite different things to various individuals. As a result, we use it freely, ostensibly comprehending its meaning but actually concealing a lack of shared knowledge.

Otley likewise limited his use of the term "performance" to the commercial or governmental sector. He claims that the public sector is a good place to start when it comes to using the three "E's" of performance, namely: Efficientness (delivering desired outputs, and even outcomes) Effectiveness (using as few inputs as possible to obtain these outputs) Economies (buying inputs as cheaply as possible)

Wouter Van Dooren, Geert Bouckaert, and John Halligan (2015) argue that performance in the public sector is about deliberate behavior, which can be individual or organizational, and that performance can be high or low in quality. First, when it comes to the quality of one's acts, performance is thought of as a skill or capacity. Second, when it comes to the quality of accomplishments, results equal performance. Finally, when performance is defined in terms of both the quality of acts and the quality of outcomes, it can be described as long-term results.

2.2 THEORETICAL FRAMEWORK

- Goal Setting Theory: This study is anchored on Goal setting theory (GST) postulated by Edwin Locke (1968). The theory states that individuals are motivated to work towards attainment of predetermined goals or objectives they set for themselves or they are part of. By being part of the whole process, people understand what are involved and strive towards accomplishing the goals. The theory is linked to participative decision making and employee performance. GST explains how people are motivated to work for the goals they participate in setting together. Goal Setting Theory resembles Management by Objective (MBO) on the ground that when goals are verified, feedback on performance is given; chances of improvement are also increased. The managerial implication for this theory is that job responsibilities and roles of employee should be designed in such a way to give them access to job autonomy which will increase their commitment, morale and level of satisfaction to accomplish pre-determined goals or objectives.

- **Value Chain Theory:** This theory was postulated by Michael Porter in (1985). The value chain theory links organizational activities and work performance. Decision making process is part of activities that organization performs, which represents a course of action to deal with a specific problem and to improve organizational performance in the following areas such as; problem solving ability, innovativeness and social responsiveness in business environment. This theory further explains how organization can improve quality of decision making and create superior value to promote Organizational Performance. Therefore, the success or failure of every organization depends on the quality of decisions made by such organization. Therefore, the better the quality of decisions made, the greater the organizational performance vis-à-vis. Value chain theory represent essential tool used by any organization to promote its competitiveness and create superior value.
- **Democratic Participatory Theory:** The study is anchored on Democratic Participatory Theory, Democratic Participatory Theory emphasizes on conditions which are necessary for effective participation and functions performed by participation to the individuals and society. Rosseau (1956) contended that through participation in decision making, the individual sense of freedom is increased since it gives the worker a very real degree of control over the course of his life and structure of his environment. Again, it serves to increase the value of individual freedom by enabling him to be his own master. Mills (1965) sees the industry as an area where

the individual could gain experience in the management of the collective just as he could in government. The theory viewed the political arena as a kind of market place in which individuals constantly attempt to maximize the benefits and minimize losses they could gather from the political process. It assumes that man is selfish in the sense that each participant would be motivated by the desire to protect or enhance his own personal interest. The theory assumes that increased participation is likely to increase the feeling of efficiency that ordinary citizens possess. This helps to increase the potential so that their actions can have an effect on public policy and lead to a greater sense of control over their communal lives. In essence, greater participation in one sense of life leads to greater participation in other spheres, i.e., the workplace (Pateman, 1970).

2.3 EMPIRICAL REVIEW

Several researchers have investigated the relationship between participative decision making and employee performance in both private and public sector organizations with different findings. Some of these studies conducted from different parts of the world, including Nigeria are reviewed below.

Kuye and Sulaimon (2011) studied the relationship between Employee Involvement in Decision Making and Firms Performance in the Manufacturing Sector in Nigeria. This study employed descriptive survey design and questionnaire as instrument for data collection. The results of the study showed a positive significant relationship between employee involvement in decision making and firms' performance.

Rehman, Khalid and Khan (2012) studied the impact of Employee Decision Making Styles on Organizational Performance in Banks in Pakistan. The study adopted descriptive approach and questionnaire as instrument for data collection. The population of the study consists of 151 branches of all public and private limited banks in Gujranwala city of Pakistan. The sample size was determined statistically. Random sampling techniques were applied in data collection using the banking industry. The target population consists of 16% top level managers, 59% of middle level managers and, 25% of low level managers respectively. Data were tested statistically using regression technique to compare the relationship between employee decision making and organizational performance in public and private sector banks. Findings showed that employee decision making rational have positive influence on organizational performance.

Similarly, Kesenwa, Oima and Oginda (2013) researched on effect of Strategic Decision Making on Firms Performance using four selected firms in Kenya. The selected organizations include Safaricom M-PESA, Airtel Money, Orange Money and Essaryu cash Plc. Study adopted descriptive survey approach and secondary data as instrument for data collection. Secondary data were employed to calculate the firms' liquidity ratio and profitability ratio to measure the performance for the firms. Findings showed that there is a significant positive relationship between decision making and organizational performance.

Wainaina, Iravo and Waititu (2014), examined the effect of Employee Participation in Decision Making on Organizational Commitment in the Private and Public Universities in Kenya. The target population comprised of academic staff of the university. Descriptive research design and questionnaire was adopted as instrument of data collection. Out of 347 questionnaires were administered to sixteen selected universities in Kenya, only 282 questionnaires were returned in good faith, while the remaining 65 were not returned. The study found that employee participation in decision making significantly influence university academic staffs' organizational commitment in Kenya.

Isichei and Godwin (2015) investigated Employee Participation in Decision Making and the Performance of the Hospitality industry in Nigeria, a study of selected hotels in the Federal Capital Territory in Abuja. Descriptive survey approach and questionnaire was used as instrument for data collection. Findings showed that there is a positive relationship between extent of employee participation in decision making and organizational performance.

Zubair, Bashir, Abrar, Baig and Hassan (2015) also investigated Employee Participation in Decision Making and Manager's Encouragement of Creativity. The study employed descriptive survey method and questionnaire as instrument for data collection. Out of 240 questionnaires distributed to the participants of the organization, only 206 were returned and used for the study while the remaining 34 were not returned. The findings found that there is positive relationship between employee participation in decision making and managers' encouragement of creativity.

Umar (2019) examined the relationship between employees' participation in decision making on organizational performance. An employee is also referred to as worker. An employee is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Therefore, an employee is hired for a specific job or to provide labour and who works in the service of someone else referred to as the employer. On the other hand, an organization or organisation is an entity

comprising multiple people, such as an institution or an association that has a particular purpose. A pilot study requires a range of few respondents (10-30), it was used by picking respondents at random, and the data collected were analysed using tables and percentages. The research work has 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 Employees' nonparticipation 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.

Ojokuku and Sajuyigbe (2014), studied the Effect of Employee Participation in Decision Making on Performance of Selected Small and Medium Scale Enterprises in Lagos, Nigeria. This study made use of primary data which was obtained with the help of structured questionnaire. Total number of 156 questionnaires were administered to the selected small and medium scale enterprises in Lagos Nigeria, 127 went to the employees and the remaining 29 went to the owners of the businesses. The study used Product-moment Correlation and Simple Regression as the mode of analysis. The study revealed that employee participation in decision making have highly influence on the impact of organizational performance of the SMEs.

Udu and Aturu-Aghedo (2016) also examine the impact of participative decision making on the performance in the Federal Airports Authority (FAAN), Lagos, Nigeria. A questionnaire was administered to 1020 young women and men within the age range of 24-44 years who were selected through purposive sampling technique. The data collected were analysed with Bavarian Statistical technique. The findings of the study reveal that the command and control strategy is no longer an adequate model in FAAN; a more collaborative framework that engenders greater organizational commitment and improved performance is in use as at the time of study which is considered appropriate for decision making in organizations.

Abdulrahman (2016) examined Employee Participation in Decision-making (PDM) and Firm Performance. The study employed Descriptive Survey Design; and its data were collected through validated piloted questionnaire which were administered through mail to 341 manufacturing firm. The result of the study

revealed that there is a positive significant relationship that exist employee participation in decision making and firm performance.

Ikechukwu and Chidinma (2017) examine the effects of employee participation on minimum wage determination, with reference to the Nigerian Labour Congress. The study adopted survey research design. The study adopted survey research design. The sample of the study was 500 workers. The instrument used for data collection was a questionnaire. Multiple regression analysis and test were used to analyse the data. The major findings reveal that meetings with government representatives, collective bargaining process, and exerting upward pressure on the government and advising government are the major ways that the members of Nigerian Labour Congress actively participate in minimum wage determination in Nigeria.

Nuzhath (2014) studied Employee participation and its impact on their Performance. The researched employed Descriptive Survey Design; the data were sourced through questionnaire which was administered to employees (team leaders) of the BPOs of different companies and service sectors. The findings in different BPOs revealed that an excellent performance of the organization and employer-employee relation depends highly on employee participation in decision making. Based on that, the study conducted stated clearly that there is greater significant link between employee participation in decision making and their performance towards the organization.

Irawanto (2015), examined employee participation in decision-making: evidence from a state-owned enterprise in Indonesia. The researcher employed descriptive statistics which data source was through primary with the aid of questionnaire. The study was subjected into multi regression analysis using SPSS software. The result from the research showed that there is a positive significant relationship between participation in decision making and motivation in state owned enterprise in Indonesia.

Anthony (2017) examined the impact of Employees' Commitment on Organizational Performance in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The three commitments (Affective, Normative, and Continuous) have been taken as independent variables and Organizational Performance as the dependent variable. Both descriptive and explanatory research methodologies were adopted in this study. A five point Likert-Type scaled questionnaire was constructed and administered among selected Staff of Eravurpatru Divisional Secretariat. The results of the study indicate that the Employees' Commitment (Affective, Normative, Continuous) are significantly

related to Organizational Performance in Eravurpatru Divisional Secretariat. The research findings reveal that there exists positive relationship between the three commitments and Organizational Performance. It has also been proved from the results that there exists strong correlation between the three independent variables and Organizational Performance. These outcomes in turn are associated with guiding the top management for working towards increasing employees' commitment level, and the management should hire employees who are likely to become linked to the organization, this shall have a great impact and take the organization towards promising competitive edge.

Erajesvarie and Shamila (2018) examined the impact of employee engagement on organizational performance has attracted much debate over the past two decades. This study examines the impact of employee engagement on organizational performance in an insurance brokerage as well as the factors that influence and shape employee engagement in the context of the organization. To achieve this objective, a qualitative research approach was adopted for this study. Using an inductive approach, interviews were conducted to gain insights into the factors that affect employee engagement and the data was gathered and analysed using thematic analysis. The key finding of this study was that there is an understanding of the concept of employee engagement and its impact on organizational performance. The study revealed that low engagement affected commitment and motivation levels of staff. The low employee engagement levels were produced by job design, ineffective communication, management approach, participation and incentives in the form of recognition.

Kazimoto, (2016) analyses factors on employee engagement and performance from selected retailing business enterprises in Wobulenzi-Luweero City, Uganda. A questionnaire was administered to 120 selected respondents, using purposive sampling technique. Measurement was done with the use of descriptive and inferential statistic approaches to consider responses from respondents and make decision accordingly. The study focused on measuring the employee engagement in relation with the organizational performance focusing on non-financial factors. The findings show that the degree of retail employee engagement and the level of job satisfaction were very high in retailing enterprises in Wabulenzi-Luwero city. However, it was observed that in retailing organizations, employees were found it difficult to make equilibrium of work experience and house life with their employment. This study shows that despite the association between employee engagement and job satisfaction, there is no relationship between employee engagement and job assignment,

which is an important key factor for organization performance. The results reveal that job assignment is critical for engaging employees to ensure organizations' longevity and profitability.

2.4 GAP OF LITERATURE

Author/Year	Title	Gap
Kuye and Sulaimon (2011)	The relationship between employee involvement in decision making and firms' performance in the manufacturing sector in Nigeria	The study dwell majorly on employee involvement and decision making rather than employee performance to improve the organisation.
Rehman, Khalid and Khan (2012)	Impact of employee decision making styles on organizational performance in Banks in Pakistan	This study concentrated on work output alone instead of total organizational output.
Kesenwa, Oima and Oginda (2013)	Effect of strategic decision making on firms' performance using selected firms' in Kenya.	This study failed to explore the decision making process. Also analysis was streamlined to secondary data alone.

Wainaina, Iravo and waititu (2014)	Effect of employee participation in decision making on organizational commitment in the private and public universities in Kenya.	The research is focused on the academic staffs' performance and not the factory workers performance as an organization.
Isichei and Godwin (2015)	Employee participation in decision making and the performance of the hospitality industry in Nigeria.	It emphasized on the necessity of employee participation in decision making but didn't explore effective performance and strategies to achieve it.
Zubair, Bashir, Abrar, Baig and Hassan (2015)	Employee participation in decision making and managers' encouragement of creativity.	The study concentrated on management creativity and organizational sustainability.
Umar (2019)	The relationship between employee participation in decision making on organizational performance.	This study focused mainly on employee participation in decision making without any consideration for their performance in the organisation.
Ojokuku and Sajuyigbe (2014)	Effect of employee participation in decision making on performance of selected small and medium scale enterprises in Lagos, Nigeria.	The result cannot be generalized since it only concentrated on small business organizations.
Udu and Aturu-Aghedo (2016)	Impact of participative decision making on the performance in the federal Airports Authority (FAAN) Lagos, Nigeria.	The study reveals that the command and control strategy is no longer an adequate model in FAAN.
Abdulrahman (2016)	Employee participation in decision making and firm performance.	The gap in this research is the inability of the author to link employee participation in decision making to firm performance.
Ikechukwu and chidinma (2017)	Effects of employee participation on minimum wage determination with reference to the Nigerian	The research dwelt majorly on empirical appraisal using qualitative method alone.

	Labour Congress.	
Nuzhath (2014)	Employee participation and its impact on their performance.	It adopted only qualitative means to analyse performance strategies within service sectors.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The goal of this study is to evaluate the design created to achieve the study's population, sample size, and data collection method. The researcher will discuss the methodological processes taken in acquiring relevant data, analysing it, and drawing significant findings in order to meet the research work's goal in this chapter.

The research design, the study's population, the sampling procedure and sample size, the method of data collecting and research equipment, and the study's method of data analysis were all included.

3.1 RESEARCH DESIGN

This study will use a survey research design as its research method. Because the current study entailed the gathering of primary data from workers of Zenith Bank Nigeria PLC in Lagos State via the administration of structured and non-structured questionnaires, the survey research design will be regarded acceptable.

3.2 POPULATION OF THE STUDY

The participants in this study are all 200 employees of Zenith Bank Nigeria PLC in Lagos, Nigeria. As a result, the population of responders comprises of some senior personnel as well as a small number of subordinate employees in these organizations. This population is made up of numerous employee cadres and operating units, which the study will proportionate to ensure that it is representative.

3.3 SAMPLING TECHNIQUE

For selecting respondents, the researcher uses the purposive simple random sampling technique. The major purpose of this sampling strategy is to focus on specific characteristics of a population that are of interest to the researcher and will best help him or her answer the research questions.

3.4 SAMPLING SIZE DETERMINATION

A basic random sampling procedure was used to determine the sample size. A total of 133 people were chosen as respondents. This was calculated using Taro Yamane's formula, which may be found below;

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

Where :

n= sample size required

N = number of people in the population

e = allowable error (%)

$$n = \frac{200}{1+200(0.05)^2}$$

$$n = \frac{200}{1+200 \times 0.0025}$$

$$n = \frac{200}{1+0.5}$$

$$n = \frac{200}{1.5}$$

$$n = 133$$

Thus, a sample size of 133 participants is considered representative of the total population. However, the questionnaires were equally distributed to some selected branches on the Lagos Island including the Headquarters. The reason for selecting these branches was due to limitation of time, resources and distance to travel to other parts of the state.

3.5 METHOD OF DATA COLLECTION

In carrying out this research, the necessary information will be obtained via two sources, namely primary and secondary data sources.

3.5.1 PRIMARY SOURCES OF DATA

In this research project, the researcher decides to make use of the primary source of collecting data.

Primary Sources of Data

The original first-hand data or information obtained by the researcher through the use of structured questionnaires, personal interviews, and observations is referred to as the primary source of data (Asika, 2004). The researcher is the original collector of primary data, which is a depiction of facts, observations, and events.

This aligns with Kothari's (2004) definition of primary data, which are those that are obtained for the first time and hence have an original nature. It's information that hasn't been exploited by anyone else (Chukwu, 2008). The primary data was gathered using a deliberately developed questionnaire that was administered to a sampled group of employees from the firms under investigation. Oral interviews were added to this, which entailed going to the respondents to get responses to some important questions, as well as occurrences of interest noticed by the researcher during the study.

3.5.2 SECONDARY SOURCES OF DATA

Secondary Sources of Data

Secondary data is information that has already been gathered and is readily available from other sources. They are second-hand data that are thought to be reliable for the study (Mills and Waiter, 2000). It can be found in a variety of places, including the internet, books, journals, technical magazines, annual reports, and other periodicals. Because the researcher is not the original collector, he or she inherits all of the biases, errors, and exaggerations. However, any secondary data utilized in this study was assessed for internal consistency by the researcher.

3.6 RESEARCH INSTRUMENT

Questionnaires are the most common research tool. This was moderated correctly. The secretaries were given the questionnaires to fill out, with or without their identities revealed. The purpose of the questionnaire was to collect enough and relevant information from the respondents. The primary data came from questionnaires in which respondents were asked to click in front of a suitable answer to offer a specific answer to a question, and the questionnaires were given to employees of the two firms. Structured questions were included in the questionnaires, which were divided into sections A and B.

3.7 METHOD OF DATA ANALYSIS

After passing the data through the Statistical Package for Social Sciences, the data is analysed using both descriptive and inferential statistical methods (SPSS). The analysis of descriptive statistics is used to show demographic data

that was primarily utilized to summarize the data. Percentages and frequencies were included. Correlation analysis was one of the inferential statistics. The study hypothesis was tested using correlation analysis. The significance threshold was chosen at 0.05 (5%) significance.

3.8 RELIABILITY OF THE INSTRUMENT

Reliability is concerned with how reliable the data collection instrument is, which means whether the questions in the survey get the same form of answer. To enhance reliability of the data generated, efforts were made to ensure that only the respondents who fall within the identified group (i.e., managers and employee were given the questionnaire since they are sure they would give the relevant responses.

3.9 VALIDITY OF THE INSTRUMENT

The research instrument (questionnaire) adopted will be adequately checked and validated by the supervisor, his contributions and corrections will be included into the final draft of the research instrument used.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION

This chapter is dedicated primarily to the analysis and presentation of data obtained from the field using various statistical techniques discussed earlier in the methodology. All data collected were presented, analyzed and discussed.

As a matter of fact, 133 copies of questionnaire were carefully administered on respondents; however, 110 copies were correctly filled and returned at the stipulated time. This is 100% response rate which the researcher believed was enough to give unbiased data needed for this research. Thus, 110 copies of questionnaire received from respondents were presented and analyzed using Software Package for Social Science (SPSS) for easy understanding.

Table 4.1 Preliminary Survey Details

Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaire administered	133	100
2.	Questionnaires retrieved and used for the final analysis	110	82.7
3.	Number of questionnaires not retrieved and discarded due to errors.	23	17.3

Source: Field Survey 2021

Table 4.1 above provides the response rate to questionnaires administered. A total of 133 copies of questionnaire were administered to the staff of Zenith Bank Nigeria PLC. The total number of questionnaires retrieved after administration was 110, which accounts for 82.7 response rate was achieved.

Table 4.2. Demographic data of the Respondents.

The following shows the presentation and analysis of profile of the sample respondents in terms of their Gender, Age, work experience and educational level

Variable	Frequency	Percentage (%)
GENDER		
Male	48	43.6
Female	62	56.4
TOTAL	110	100.0

Source: Field Survey 2021

The demographic data of the respondents. As shown above, 48 of the respondents were male representing 43.6%; while 62 representing 56.4% are female. This simply implies that majority of the employees in the Zenith Bank Nigeria PLC are females.

Variable	Frequency	Percentage (%)
AGE RANGE		
Below 20	3	2.7
21-29 years	55	50.0
30-39 years	30	27.3

40-49years	16	14.5
Above 50	6	5.5
TOTAL	110	100.0

Source: Field Survey 2021

The Age of the respondents is presented in the table, it can be seen that 3 of the respondents representing 2.7% were below 20years, 55 respondents representing 50.0% were between ages 21-29 years, 30 of the respondents representing 27.3% were between 31-39 years, 16 respondents representing 14.5% were between 41-49 years, 6 respondents representing 5.5% were above 50 years of age employees. Looking at the employees' age composition, majority of the employees, approximately 50.0% are 21-29 years of age.

Variable	Frequency	Percentage (%)
EDUCATIONAL LEVEL		
WASSCE/OLEVEL	7	6.4
Higher National diploma	32	29.1
Bachelors' degree	42	38.2

Master degree	19	17.3
Other qualifications	10	9.0
TOTAL	110	100.0

Source: Field Survey 2021

The educational qualification of the respondents is also presented in table. It can be seen that 7 of the respondents representing 6.4% have Ordinary level certificate, 32 respondents representing 29.1% Higher National Diploma, 42 respondents representing 38.2% have Bachelor's Degree, 19 respondents representing 17.3% have master's degree and lastly 10 respondents representing 9.0% have doctorate degree. This result implies that majority of the employees are Bachelor's degree holders.

Variable	Frequency	Percentage (%)
WORKING EXPERIENCE		
Below 5years	15	13.6
6 – 10years	55	50.0
11-15years	20	18.2

16-20years	14	12.7
21years and above	6	5.5
Total	110	100.0

Source: Field Survey 2021

With respect to working experience of the respondents; as shown above, 15 respondents representing 13.6% have below 5years of work experience; 55 respondents representing 50.0% have 6-10 years working experience, 20 respondents representing 18.2% have 11- 15 years working experience while 14(12.7%) have 16-20 working experience. In addition, 6 respondents representing 5.5% have 21years and above. The result indicates that the respondents are relatively experienced in their field and should be able to provide adequate responses.

Variable	Frequency	Percentage (%)
WORKERS DEPARTMENT		
Commercial/Account	29	26.4
Administrative/Personnel	37	33.6
Deposit/Operation	44	40.0

Total	110	100.0
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Source: Field Survey 2021

The table above shows the departments found in the bank; as shown above, 29 respondents representing (26.4%) are from commercial department, 37 respondents representing (33.6%) are from administrative department, 44 respondents representing (40.0%) are from deposit department.

Variable	Frequency	Percentage (%)
WORKER STATUS		
Top Management	12	10.9
Middle Level management	32	60.0
Junior Staff	66	29.1
Total	110	100.0

Source: Field Survey 2021

The above shows the workers status, 12 respondents representing (10.9%) are from top management, 32 respondents representing (60.0%) are from middle level management, 66 respondents representing (29.1%) are junior staffs.

Perception of participative decision-making policy in your organization

Variable	Frequency	Percentage (%)
It helps to eliminate conflict and	82	74.5

disagreement		
It a way of shift responsibility	10	9.1
It enriches decision making	18	16.4
Total	110	100.0

Source: Field Survey 2021

The table above showed that 82 respondents representing 74.5% were of the opinion that participative decision-making helps to eliminate conflict and disagreement, 10 respondents representing 9.1% believed It a way of shifting responsibility while 18 respondents representing 16.4 % said it enriches decision making.

Employees' participative decision making, in your organization is it fully?
Yes\No

Variable	Frequency	Percentage (%)
Yes	49	44.5
No	61	55.5
Total	110	100.0

Source: Field Survey 2021

110 respondents representing 100.0% agreed that Employees in the organization fully participate in any decision making.

At what level of management are employees usually allowed to participate in any decision making

Variable	Frequency	Percentage (%)
Top management level	4	3.6
Middle management level	45	40.9
Lower management	61	55.5
Total	110	100.0

Source: Field Survey 2021

4(3.6%) respondent are at the top management level, 45(40.9%) respondent are at the middle management level 61(55.5%) respondent are at the lower management while. This implies that majority of the employees at lower management are allowed to participate in decision making.

4.3. To ascertain the level of worker's participation in decision making in Zenith Bank Nigeria PLC.

This section presents the answer provided by the employees in response to research question one that seeks to ascertain the level of worker's participation in decision making.

Table 4.3.1. Is there any increase in workflow if employees are given opportunity to participate in decision making?

Items	Frequency	Percentage (%)
Strongly Agree	55	50.0
Agree	33	30.0
Undecided	2	1.8
Strongly Disagree	12	10.9
Disagree	8	7.3
Total	110	100.0

Source: Field Survey 2021

The table above revealed the responses of the respondents on whether there is increase in workflow if employees are given opportunity to participate in decision making. The outcome showed that 55(50.0%) strongly agreed while 33(30.0%) agreed. This suggests that majority of the respondents strongly agreed that there is increase in workflow if employees are given opportunity to participate in decision making.

Table 4.3.2: There is no effect of employee participation in decision making in organizational performance

Items	Frequency	Percent (%)
Strongly Agree	8	7.3
Agree	5	4.5
Undecided	3	2.7
Strongly Disagree	55	50.0
Disagree	39	35.5
Total	110	100.0

Source: Field Survey 2021

Table 4.3.2 above indicated the suggestion of the respondents on whether there is no effect of employee participation in decision making in organizational performance. The outcome showed that 55(50.0%) strongly disagreed while 39(35.5%) disagreed. This suggests that majority of the respondents disagreed to the statement above.

Table 4.3.3: Improved organizational performance is ensured when employees are allowed to participate in decision making

Items	Frequency	Percent (%)
Strongly Agree	5	4.5
Agree	10	9.1
Undecided	1	0.9
Strongly Disagree	55	50.0
Disagree	39	35.5
Total	110	100.0

Source: Field Survey 2021

The above table 4.3.3 showed the opinion of the respondents on whether organizational performance is ensured when employees are allowed to participate in decision making. The result establish that 55(50.0%) strongly disagreed while 39(35.5%) disagreed. This suggests that majority of the respondents strongly disagreed organizational performance is ensured when employees are allowed to participate in decision making.

Table 4.3.4: Exclusion of the junior staff in the decision-making process of the organization would prevent important decisions affecting them to be discussed

Items	Frequency	Percent (%)
Strongly Agree	9	8.2
Agree	13	11.8
Undecided	3	2.7
Strongly Disagree	50	45.5
Disagree	35	31.8
Total	110	100.0

Source: Field Survey 2021

The table revealed the responses of the respondents on whether the exclusion of the junior staff in the decision making process of the organization would prevent important decisions affecting them to be discussed. The result showed that 50(45.5%) strongly disagreed and 35(31.8%) disagreed. This means that majority of the respondents disagreed that the exclusion of the junior staff in the decision-making process of the organization would prevent important decisions affecting them to be discussed.

Table 4.3.5: Decision made through consultation with members of the organization will foster development

Items	Frequency	Percent (%)
Strongly Agree	61	55.5
Agree	36	32.7
Undecided	1	0.9
Strongly Disagree	3	2.7
Disagree	9	8.2
Total	110	100.0

Source: Field Survey 2021

The above tables showed the opinions of the respondents on whether the decision made through consultation with members of the organization will foster development. The outcome showed that 61(55.5%) strongly agreed and 36(32.7%) agreed. This implies that majority of the respondents strongly agreed that decision made through consultation with members of the organization will foster development.

4.4: To examine the effect of employees' participation on employees' performance in zenith bank Nigeria plc.

This section is proposed to examine the effect to which employees' participation on employees' performance through the feedback received from the workers.

4.4.1: Employee involvement and participation at work has significant positive effect on employees performance

Items	Frequency	Percent (%)
Strongly Agree	61	32.7
Agree	36	55.5
Undecided	1	0.9
Strongly Disagree	9	8.2
Disagree	3	2.7
Total	110	100.0

Source: Field Survey 2021

Table 4.4.1 above showed the suggestions of the respondents on whether employee involvement and participation at work has significant positive effect on employees performance .The result showed that 61(32.7%) strongly agreed while 36(55.5%) agreed. This suggest that majority of the respondents strongly agreed to the statement made above.

4.4.2: The rate at which employee participation makes individuals more creative

Items	Frequency	Percent (%)
Strongly Agree	70	63.6
Agree	31	28.2
Undecided	1	0.9
Strongly Disagree	2	1.8
Disagree	6	5.5
Total	110	100.0

Source: Field Survey 2021

Table above revealed the responses of the respondents on whether the rate which employee participation makes individuals more creative .The table showed that 70(63.6%) strongly agreed and 31(28.2%) agreed. This means that majority of the respondents agreed that the rate which employee participation makes individuals more creative.

4.4.3: Employees participation creates a positive job attitude in employees.

Items	Frequency	Percent
Strongly Agree	65	59.1
Agree	35	31.8
Undecided	1	0.9

Strongly Disagree	6	5.5
Disagree	3	2.7
Total	110	100.0

Source: Field Survey 2021

The above table indicated the suggestions of the respondents on whether employees' participation creates a positive job attitude in employees. The outcome showed that 65(59.1%) strongly agreed and 35(31.8%) agreed. This indicates that majority of the respondents agreed that employees participation creates a positive job attitude in employees

4.4.4: Decision making engenders commitment necessary for organizational survival and growth

Items	Frequency	Percent
Strongly Agree	55	50.0
Agree	44	40.0
Undecided	1	0.9
Strongly Disagree	7	6.4
Disagree	3	2.7
Total	110	100.0

Source: Field Survey 2021

Table 4.4.5 above revealed the responses of the respondents on if Decision making engenders commitment necessary for organizational survival and growth .The result showed that 55(50.0%) strongly agreed and 44(40.0%) agreed. This indicates that majority of the respondents agreed that Decision making engenders commitment necessary for organizational survival and growth.

4.4.5: It becomes easy for employees to identify a fault in a process included in decision making process

Items	Frequency	Percent
Strongly Agree	72	65.5
Agree	34	30.9
Undecided	0	0
Strongly Disagree	1	0.9
Disagree	3	2.7
Total	133	100.0

Source: Field Survey 2021

Table above indicated the opinions of the respondents on whether it becomes easy for employees to identify a fault in a process included in decision making process .The table showed that 72(65.5%) strongly agreed and 34(30.9%) agreed. This suggest that majority of the respondents strongly agreed that it

becomes easy for employees to identify a fault in a process included in decision making process.

4.5: To determine the influence of employees' performance in Zenith bank Nigeria plc.

This section is intended to illustrate the extent to which participative management behavior influence employees' performance through the feedback received from the workers.

4.5.1: Assurance of job security would increase employees' performance

Items	Frequency	Percent (%)
Strongly Agree	73	66.4
Agree	28	25.5
Undecided	1	0.9
Strongly Disagree	3	2.7
Disagree	5	4.5
Total	110	100.0

Source: Field Survey 2021

Table 4.5.1 above revealed the responses of the respondents on whether assurance of job security would increase employees' enthusiasm to work productivity

The result showed that 73(66.4%) strongly agreed and 28(25.5%) agreed. This means that majority of the respondents strongly agreed that assurance of job security would increase employees' performance.

4.5.2: When bonuses and incentives are given to employees, it boost employees efficiency

Items	Frequency	Percent
Strongly Agree	75	68.2
Agree	31	28.2
Undecided	0	0
Strongly Disagree	1	0.9
Disagree	3	2.7
Total	133	100.0

Source: Field Survey 2021

Table above indicated the suggestion of the respondents on when bonuses and incentives are given to employees, it boost employees efficiency. The outcome showed that 75(68.2%) strongly agreed while 31(28.2%) agreed. This implies that majority of the respondents strongly agreed that When bonuses and incentives are given to employees, it boost employees efficiency

4.5.3: Permission of high degree of employee involvement in decision making increase workers commitment

Items	Frequency	Percent (%)
Strongly Agree	67	60.9
Agree	35	31.8
Undecided	0	0
Strongly Disagree	2	1.8
Disagree	6	5.5
Total	110	100.0

Source: Field Survey 2021

Table above showed the responses of the respondents on whether Permission of high degree of employee involvement in decision making increase workers commitment. The result showed that 67(60.9%) strongly agreed while 35(31.8%) agreed. This table revealed that majority of the respondents strongly

agreed that Permission of high degree of employee involvement in decision making increase workers commitment.

4.5.4: When management creates room for individual ideas and suggestions, employees are positive about organization outcomes

Items	Frequency	Percent (%)
Strongly Agree	71	59.1
Agree	32	31.8
Undecided	0	0
Strongly Disagree	3	2.7
Disagree	7	6.4
Total	110	100.0

Source: Field Survey 2021

The table showed the suggestions of the respondents on whether management creates room for individual ideas and suggestions, employees are positive about organization outcome. The outcome showed that 71(59.1%) strongly agreed and

32(31.8%) agreed. This implies that majority of the respondents agreed that management creates room for individual ideas and suggestions, employees are positive about organization outcome.

4.5.5: Management use of participative management style could facilitate strategic planning needed for organizational development

Items	Frequency	Percent (%)
Strongly Agree	65	59.1
Agree	34	30.9
Undecided	1	0.9
Strongly Disagree	3	2.7
Disagree	7	6.4
Total	110	100.0

Source: Field Survey 2021

Table above indicated the opinion of the respondents on whether management use of participative management style could facilitate strategic planning needed for organizational development. The outcome showed that 65(59.1%) strongly agreed and 34(30.9%) agreed. This means that majority of the respondents strongly agreed that management use of participative management style could facilitate strategic planning needed for organizational development.

4.6: To determine the influence of management behavior on employees' performance in zenith bank plc.

This section is intended to determine the influence of management behavior on employees' performance towards work through the feedback received from the workers.

4.6.1: Effective communication and corporation necessary for development is ensured through employees participation in decision making process

Items	Frequency	Percent (%)
Strongly Agree	58	52.7
Agree	39	35.5
Undecided	1	0.9
Strongly Disagree	3	2.7
Disagree	9	8.2
Total	110	100.0

Source: Field Survey 2021

Table 4.6.1 above showed the responses of the respondents on whether effective communication and corporation necessary for development is ensured through employees' participation in decision making process. The table result showed

that 58(52.7%) strongly agreed and 39(35.5%) agreed. This suggest that majority of the respondents agreed to the statement.

4.6.2: Employees performance is low when they are not given opportunity to participate

Items	Frequency	Percent
Strongly Agree	65	59.1
Agree	40	36.4
Undecided	0	0
Strongly Disagree	1	0.9
Disagree	4	3.6
Total	110	100.0

Source: Field Survey 2021

The table above revealed the suggestion of the respondents on whether employees' performance is low when they are not given opportunity to participate. The outcome showed that 65(59.1%) strongly agreed and 40(36.4%) agreed. This means that majority of the respondents strongly agreed that employees' performance is low when they are not given opportunity to participate

4.6.3: Employees who are given the opportunity to be innovative would have high job performance

Items	Frequency	Percent
Strongly Agree	64	58.2
Agree	35	31.8
Undecided	1	0.9
Strongly Disagree	3	2.7
Disagree	7	6.4
Total	110	100.0

Source: Field Survey 2021

Table 4.6.3 above showed the responses of the respondents on if employees who are given the opportunity to be innovative would have high job performance. The outcome showed that 64(58.2%) strongly agreed and 35(31.8%) agreed. This suggest that majority of the respondents agreed to the statement that when employees who are given the opportunity to be innovative would have high job performance.

4.6.4: Participation in decision making creates trust and a sense of control on the part of the employees

Items	Frequency	Percent
Strongly Agree	61	55.5
Agree	33	30.0
Undecided	2	1.8
Strongly Disagree	5	4.5
Disagree	9	8.2
Total	110	100.0

Source: Field Survey 2021

The Table above revealed the suggestions of the respondents on whether Participation in decision making creates trust and a sense of control on the part of the employees .The result showed that 61(55.5%) strongly agreed and 33(30.0%) agreed. This implies that majority of the respondents strongly agreed that Participation in decision making creates trust and a sense of control on the part of the employees.

4.6.5: Employees participation in decision making process improves performance by being able to make corrective measures

Items	Frequency	Percent
Strongly Agree	62	56.4
Agree	35	31.8
Undecided	4	3.6
Strongly Disagree	2	1.8
Disagree	7	6.4
Total	110	100.0

Source: Field Survey 2021

Table 4.6.5 above indicated the opinions of the respondents on whether employees participation in decision making process improves performance by being able to make corrective measures. The table result showed that 62(56.4%) strongly agreed while 35(31.8%) agreed. This means that majority of the respondents agreed that employees participation in decision making process improves performance by being able to make corrective measures.

4.4 HYPOTHESES TESTING

Hypothesis One:

H₀: Level of workers participation has no significant effect on decision making in Zenith Bank Nigeria PLC.

H₁: Level of workers participation has significant effect on decision making in Zenith Bank Nigeria PLC.

Regression

Table 4.4.1.: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.594 ^a	.353	.351	.287

Source: SPSS output

a. Predictors: (Constant), level of workers participation

Table 4.3.1.1 presents the model summary. It shows that the correlation coefficient R between level of workers participation and decision making is 0.594 (i.e. $R = 0.594$) which indicates that there exists a moderate positive relationship between decision making (dependent variable i.e. the variable being predicted) and level of workers participation (which are predictors or

independent variables). It can be seen from the table that the R^2 which is the coefficient of determination is 35.3%. This implies that 35.3% improvement in decision making can be attributed to the level of workers participation in Zenith Bank Nigeria PLC.

Table 4.4.2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11.428	1	11.428	138.685	.000 ^b
	Residual	20.931	109	.082		
	Total	32.359	110			

Source: SPSS output

- a. Predictors: (Constant), level of workers' participation
- b. Dependent Variable: decision making

The analysis of variance (ANOVA) as presented in Table 4.4.2b indicated that, the F- statistics is 138.685 with p-value of .000 which is less than 0.05. This implies that the model is fit. Hence, level of workers participation has significant effect on decision making in Zenith Bank Nigeria PLC.

Hypothesis Two

H₀: Participation has significance positive effect on employees' performance in Zenith Bank Nigeria PLC.

H₁: Participation has significance positive effect on employees' performance in Zenith Bank Nigeria PLC.

Regression

Table 4.4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482 ^a	.232	.229	.81036

Source: SPSS output

a. Predictors: (Constant), participation

Table 4.4.3 presents the model summary. It shows that the correlation coefficient R is 0.482 (i.e. $R = 0.482$) which indicates that there exists a weak positive relationship between employees' performance (dependent variable i.e.

the variable being predicted) and participation (which are predictors or independent variables). Results also showed that the R^2 , which is the coefficient of determination, is 23.2%. This implies that 23.2% improvement in employees' performance can be associated with employees' participation.

Table 4.4.4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	47.270	1	47.270	71.983	.000 ^b
	Residual	156.292	109	.657		
	Total	203.563	110			

Source: SPSS output

a. Predictors: (Constant), participation

b. Dependent Variable: employees' performance

The analysis of variance (ANOVA) as presented in Table 4.4.4 indicated that, the F- statistics is 71.335 with p-value of .010, which is less than 0.05. This implies that participation has significant positive effect on employees' performance.

Hypothesis Three

H₀: Participative management behaviour has no significant effect on employees' performance in Zenith Bank Nigeria Plc.

H₁: Participation management behaviour has significant effect on employees' performance in Zenith Bank Nigeria Plc.

Regression

Table 4.4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597 ^a	.356	.354	.681

Source: SPSS output

a. Predictors: (Constant), participative management behaviour

Table 4.4.3 presents the model summary. It shows that the correlation coefficient R is 0.597 (i.e. $R = 0.597$) which indicates that there exists a moderate positive relationship between participative management behaviour (dependent variable i.e. the variable being predicted) and employees' performance (which are predictors or independent variables). Results also showed that the R^2 , which is the coefficient of determination, is 35.4%. This

implies that 1 unit change in participative management behaviour will result in 35.6% change in employees' performance.

Table 4.4.4: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	65.164	1	65.164	140.432	.000 ^b
	Residual	117.863	109	.464		
	Total	183.027	110			

Source: SPSS output

a. Predictors: (Constant), participative management behaviour

b. Dependent Variable: employees' performance

The analysis of variance (ANOVA) as presented in Table 4.4.4 indicated that, the F- statistics is 140.432 with p-value of .000, which is less than 0.05. This implies that participative management behaviour have significant effect on employee performance.

Hypothesis four:

H₀: Participation in decision making has no significant positive influence on employees' performance in Zenith Bank Nigeria PLC.

H₁: Participation in decision making has significant positive influence on employees' performance in Zenith Bank Nigeria PLC.

Regression

Table 4.4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.814 ^a	.663	.662	.702

Source: SPSS output

a. Predictors: (Constant), participation in decision making

Table 4.4.5 presents the model summary. It shows that the correlation coefficient R is 0.814 (i.e. $R = 0.814$) which indicates that there exists a strong positive relationship between employees' performance (dependent variable i.e. the variable being predicted) and employees' participation in decision making (which are predictors or independent variables). The results also show that the R^2 (coefficient of determination) is 66.3%. This implies that 66.3% of employees' performance can be explained or is influenced by their participation in decision making while the remaining 33.7% is influenced by other factors that is not included in the model.

Table 4.4.6: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	246.692	1	246.692	500.293	.000 ^b
	Residual	125.246	109	.493		
	Total	371.937	110			

Source: SPSS output

a. Predictors: (Constant), participation in decision making

b. Dependent Variable: employee performance

The analysis of variance (ANOVA) as presented in Table 4.4.6b indicated that, the F- statistics is 500.293 with p-value of .000, which is less than 0.05. Hence, participation in decision making has significant positive influence on employees' performance.

DISCUSSION OF THE FINDINGS

In this section, the findings from the analysis of "Effects of participative decision-making process on employees' performance in Zenith Bank Nigeria PLC would be discussed.

The general objective of this research is to assess the effect of participative decision-making practices on employee performance in Zenith Bank Nigeria

PLC. The specific objectives include, to ascertain level of worker's participation, effect of employees' participation, the influence of participative management behaviour on employee performance. The research makes use of a survey research design in order to get information from selected respondents through structured questionnaire. The resulting data collected were then analyzed using descriptive and inferential statistics led us to these findings. The findings from the study are presented as follows.

The research first, identify the effect of level of workers participation on decision making. The findings showed that level of workers participation have significant moderate effect on the decision making in Zenith Bank Nigeria PLC. This implies that decision making in the organisations is affected by the level of workers' participation. The findings from this study corroborates the findings of Kuye and Sulaimon (2011) who studied the relationship between level of Employee Involvement in Decision Making and Firms Performance, at the end they found a positive significant relationship between employee involvement in decision making and firms' performance

Researcher also evaluated the effect of employees' participation on employees' performance. Findings showed that there is a significant weak relationship between participation and employees' performance. In addition, the result indicated that participation have little effect on employees' performance. According to Rehman, Khalid and Khan (2012), there is a significant positive

relationship between employee decision making and employee/organizational performance in public and private sector banks.

Furthermore, the research analyzed the effect of participative management behaviour on employees' performance. A moderate positive relationship was observed with correlation coefficient "R" being 0.597. In addition, the significant value was 0.000 which indicated that participative management behaviour have significant effect on employees' performance. On that note, the null hypothesis, which stated that "participative management behaviour has no significant effect on employees' performance", was rejected. This completes other authors' findings.

Finally, the research assessed the influence of participation on employees' performance. A strong positive relationship was observed with correlation coefficient "R" being 0.814. Also, the significant value was 0.000, which indicated that participation in decision making have significant influence on employees' performance. On that note, the null hypothesis, which stated that "participation in decision making has no significant positive influence on employees' performance", was rejected. This finding is in line with Ojokuku and Sajuyigbe (2014), findings on the Effect of Employee Participation in Decision Making on Performance of Selected Small and Medium Scale Enterprises, they found out that employee participation in decision making have

highly influence on the impact of employees/organizational performance of the SMEs.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

This chapter consists of the summary of the findings, conclusions as well as recommendations for the study. The general objective of this study was to assess the effect of participative decision-making practices on employee performance in Zenith Bank Nigeria PLC.

5.1 SUMMARY OF THE FINDINGS

This research is focused on the effect of participative decision-making practices on employee performance in Zenith Bank Nigeria PLC. The researcher examined the level of worker's participation on employee performance, evaluated the effect of employees' participation and the influence of participative management behavior on employee performance.

In the demographic section of the analysis, it was observed that majority of employees that participated in the survey were female, most of the employees were between the age range 30-39 years, many have earned Master's degree and majority have worked in the organization for 6-10 years which indicated they information that will be provided by them will be useful for this study. Also, highest number of the respondents were from deposit department followed by

administrative department. Also, majority of the employees were middle level managers of Zenith Bank Nigeria Plc.

According to the result of the poll among the respondents, most of the respondents agreed that strongly agreed that there is an increase in workflow if employees are given opportunity to participate in decision making, also, majority strongly agreed that improved organizational performance is ensured when employees are allowed to participate in decision making. In addition, level of workers participation also has significant effect on decision making in Zenith Bank Nigeria Plc.

With respect to the effect of worker's participation and employees' performance. The result shows that worker's participation have significant weak and positive effect on employees' performance. This is evident as majority of the respondents agreed that the rate at which employee participate in the organization makes individuals more creative, majority also agreed that employees' participation creates a positive job attitude in employees.

With respect to the effect of participative management behavior on employees' performance. The findings showed that participative management behavior have significant effect on employees' performance. Majority of respondents also strongly agreed that Management use of participative management style could facilitate strategic planning needed for organizational development and employees' performance.

Finally, participation in decision making also has significant strong positive influence on employees' performance. The result also showed that majority of the respondents strongly agreed that, it becomes easy for employees to identify fault in a process included in decision making process.

5.2 CONCLUSION

The study concludes based on the findings from the analysis. The study hereby concludes that, level of workers participation has significant effect on decision making, similarly, participation has significant positive effect on employees' performance, also, participation has significant positive effect on employees' performance and participation in decision making has significant positive influence on employees' performance. Conclusively, this study has shown that participative decision-making practices has significant effect on employee performance in Zenith Bank Nigeria PLC.

5.3 RECOMMENDATIONS

Based on the results, the following recommendations have been made.

1. Banking industry are encouraged to structure their organizations in such a way that decision-making may flow freely from employees to management.
2. Employee participation should be encouraged to increase the efficiency of decision-making.

3. Organizations should place extra measures in place to encourage employees to think of better ways to achieve and promote organizational productivity.

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APENDIX
QUESTIONNAIRE TOOL

**EFFECTS OF PARTICIPATIVE DECISION MAKING PROCESS ON
EMPLOYEE'S PERFORMANCE IN THE ORGANISATION**

(A CASE STUDY OF ZENITH BANK OF NIGERIA PLC)

Dear Respondent,

I'm a final year student of Mountain Top University. I'm conducting a research on the above-named topic in partial fulfilment of the requirements for the award of Bachelor of Science degree in Business Administration. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity so as to achieve credible results.

The information provided will only be used for academic purpose and will be treated with utmost confidentiality.

Please answer the questions by ticking the one you consider most appropriate among the alternatives. Thanks.

Kindly answer the following questions by ticking (✓) the option that best describes your agreement or filling the spaces provided.

SECTION A: DEMOGRAPHIC DATA

- 1) Gender: (a) Male () (b) Female ()
- 2) Age Range: (a) Below 20 () (b) 21 – 29 years () (c) 31 – 39 years () (d)
41 - 49 () (e) above 50

- 3) Educational level: (a) WASSCE/ O' level () (b) Higher National Diploma () (c) Bachelors' degree () (d) Master's degree () (e) Doctorate degree () (f) Others _____
- 4) Working Experience: (a) Below 5 years () (b) 6 - 10 years () (c) 11 - 15 years () (d) 16 - 20 years () (e) 21 years and above ()
- 5) Respondents' Department: (a) Commercial/Accounts() (b) Administration/personnel () (c) Deposit/Operations () (d) Others (Please specify) _____
- 6) Respondents' status: (a) Top management () (b) Middle management level () (c) Lower management level () (d) All of the above () (e) None of the above ()
- 7) What is your perception of participative decision making policy in your organization?
(a) It helps to eliminate conflict and disagreement () (b) It is a way of shift responsibility () (c) It weakens the management () (d) It enriches decision making ()
- 8) Do you think the employees in your organization fully participate in any decision making? (a) Yes (b) No (c) Not sure ()
- 9) Is your perception of participative management in line with the firms' policy? (a) Yes () (b) No () (c) Not sure ()
- 10) At what level of management are you usually allowed to participate in any decision making? (a) Top Management level () (b) Middle Management level () (c) Lower Management level () (d) All of the above ()
- 11) Do managers seek workers' opinions and consider them in decision making? (a) Yes () (b) No () (c) Not sure ()

Section B

Kindly tick (✓) the option in front of each item that is most applicable to you using the keys below.

Strongly Agree [SA]= 5; Agree [A]=4; Undecided [U]=3; Disagree [D]= 2; Strongly Disagree [SD]=1						
Effect of level of worker's participation in decision making		SA	A	U	D	SD
1.	Is there increase in workflow if employees given the opportunity to participate in decision making					
2.	There is no effect of employee participation in decision making in organizational performance					
3.	Improved organizational performance is ensured when employees are allowed to participation in decision making					
4.	Relegating junior staff in the decision making process of the organization would prevent important decisions affecting them to be discussed					
5.	Decisions made through consultation with members of the department will foster development					
6.	The commitment of an employees to the organization increases when they participate in decision making process					
7.	Do the management delegate authorities to the employees?					
<p>Kindly tick (√) the option in front of each item that is most applicable to you using the keys below.</p> <p>Strongly Agree (SA) – 5, Agree (A) – 4, Undecided (U) – 3, Disagree (D) – 2, Strongly Disagree (SD) - 1</p>						
Extent to which participation affect employees' performance		SA	A	U	D	SD
8.	Employee involvement and participation at work has significant positive effect on employees' performance					
9.	The rate which employee participation makes individuals more creative					
10.	Employees' participation creates a positive job attitude in employees					
11.	Decision making engenders commitment necessary for organizational survival and growth					
12.	It becomes easy for employees to identify a fault in a process if included in decision making process					
13.	Involving employees in decision making decreases the risk to be taken by the organization					
14.	The level of performance is affected by participative decision making					

15.	Does participative decision making increases efficiency and effectiveness					
16.	Does participative decision making reduce wastage of time and resources					
Extent to which participative management behaviour influences employees'		SA	A	U	D	SD
17.	Assurance of job security would increase employees enthusiasm to work productively					
18.	When bonuses and incentives are given to employees, it boosts employees efficiency					
19.	Permission of a high degree of employee involvement in decision making increase workers' commitment					
20.	When management creates room for individual ideas and suggestions, employees are positive about organization outcome					
21.	Management use of participative management style could facilitate strategic planning needed for organizational development					
22.	Rewards and incentives for the employees maximises their contribution to the organization					
Extent to which participation in decision making influences employees' performance		SA	A	U	D	SD
23.	Effective communication and corporation necessary for development is ensured through employees participation in decision making process					
24.	Employees productivity is low when they are not given opportunity to participate					
25.	Employees who are given the opportunity to be innovative would have high job performance					
26.	Participation in decision making creates trust and a sense of control on the part of the employee					
27.	Employees participation in decision making process improves performance by being able to make corrective measures					
28.	The motivation necessary for organizational development is ensured through participation in decision making process					

