



Mediating effect of organizational culture on the relationship between consultation and organizational performance

*Ruqayya Aliyu Bununu¹, Shehu Inuwa Galoji², Sule Bello³, Kabiru Muhammad Lame⁴,

¹*Department of Cooperative economics and management, Federal Polytechnic Bauchi, Nigeria.*

²*Department of Business Administration, Sa'adu Zungur University Gadau, Nigeria.*

³*Department of Marketing, Abubakar Tatari Ali Polytechnic Bauchi, Nigeria.*

⁴*Department of Business Administration, Abubakar Tatari Ali Polytechnic Bauchi, Nigeria.*

*Corresponding Author: kabirulame@gmail.com

Abstract

This study examines the mediating effect of organizational culture on the relationship between consultation (as a participative leadership style) and organizational performance among 325 employees from Federal Polytechnic Bauchi and Abubakar Tatari Ali Polytechnics Bauchi (out of a target population of 1,367). Guided by Path-Goal and Social Exchange Theories, the survey data were analyzed using SmartPLS4. The direct effect of consultation on performance was significant ($\beta=0.45$, $t=5.35$, $p<0.001$). The analysis of the indirect path confirmed partial mediation by organizational culture. While consultation significantly influenced performance, organizational culture channelled a portion of this effect, suggesting its vital role in translating leadership style into organizational results. The findings indicate that consultation directly and positively impacts performance. It is recommended that leaders enhance consultation and training to boost staff capacity and organizational output.

Keywords: Consultation, Organizational Culture, Organizational Performance.

1. Introduction

Effective human resource and managerial practices are central to organizational performance in both private and public institutions, particularly in knowledge-intensive sectors such as higher education. Participative approaches to management such as consultation, delegation, and empowerment are widely recognized as mechanisms that shape employees' sense of responsibility, motivation, and capacity to perform (Purwant et al., 2021). Within this broader family, consultation is increasingly emphasized in leadership and HR literature as a way to align staff efforts with organizational goals, especially in

environments facing performance pressures and governance reforms (Hadi & Tola, 2019; Wang et al., 2022). Organizational culture also plays a critical role in translating leadership practices into performance outcomes. Culture shapes how decisions are made, how people are treated, how rewards are distributed, and how the organization responds to its environment, thereby exerting a strong influence on employees' attitudes and behaviours at work (Sinha & Dhall, 2020). Empirical studies show a close relationship between organizational culture and institutional performance, with supportive cultures enhancing the attainment and



sustainability of organizational goals (AlMulhim, 2020).

In this study, consultation is defined as a leadership and management practice in which managers deliberately solicit, listen to, and consider employees' views, information, and suggestions before making decisions that affect their work, while retaining final decision authority. Conceptually, consultation is narrower than general employee participation and distinct from empowerment. Employee participation often implies shared influence over decisions, and empowerment grants employees autonomy and discretion to act within agreed parameters; consultation, by contrast, focuses specifically on structured employee voice in the decision-making process without necessarily transferring decision rights (Alsubaie, 2021). Accordingly, consultation in this study is limited to practices such as seeking staff input on policies, procedures, workload, and operational changes; holding meetings or forums where employees can express views; and ensuring that such input is genuinely considered by leadership. It does not include all forms of participative leadership or all aspects of empowerment, but rather the specific dimension of upward voice and management-employee dialogue. This focused definition allows the study to isolate the effect of consultation operationalised as employees' perceived opportunity to provide input and be heard on organizational performance, while examining organizational culture as a mediating mechanism.

Despite theoretical consensus that participatory HR practices can enhance performance, many organizations—especially in developing-country higher education continue to experience performance challenges linked to centralized decision-making, limited staff voice, and weak implementation of participative practices (Muriithi & Louw,

2017; Sadia & Aman, 2018). Nigerian polytechnic institutions, including Federal Polytechnic Bauchi and Abubakar Tatari Ali Polytechnic Bauchi, face recurring issues such as industrial disputes, low motivation, bureaucratic constraints, and difficulties in meeting performance targets, which have been repeatedly associated with leadership and HR implementation gaps (Neubert et al., 2021; Nani & Safitri, 2021). Existing empirical studies often examine delegation, consultation, or empowerment separately, or focus on one or two practices at a time, without integrating them into a single model or considering how organizational culture conditions their effects on performance (Kowo & Kadiri, 2018; Chawla & Jain, 2022). In particular, there is limited evidence on how consultation, as a specific dimension of participative leadership, interacts with organizational culture to influence organizational performance in Nigerian polytechnics. This leaves both a practical gap how polytechnic leaders should structure consultation to address performance problems and a theoretical gap how consultation operates within a cultural context to affect performance outcomes.

This study is justified on three main grounds. First, it responds to calls for more context-specific evidence on participative leadership in developing-country settings by focusing on consultation as a distinct, clearly defined leadership practice, rather than treating participation and empowerment as a single undifferentiated construct (Kowo & Kadiri, 2018; Marizza, 2022). Second, by specifying organizational culture as a mediating variable, the study extends existing leadership-performance models and contributes to theory on how internal cultural conditions enable or constrain the effectiveness of consultative practices (Sinha & Dhall, 2020; AlMulhim, 2020). Third, at a practical level, Federal



Polytechnic Bauchi and Abubakar Tatari Ali Polytechnic provide a pertinent setting because they are mandated to deliver high-quality technical education and regional human capital development, yet they face well-documented performance and HR challenges. Understanding how consultation and organizational culture jointly shape performance will help leaders and policymakers in these institutions design more effective leadership and HR strategies, prioritize scarce resources, and reduce conflicts related to perceived exclusion from decision-making (Alonso-Población & Siar, 2018; Folarin, 2021). The study therefore offers both theoretical and practical contributions by clarifying the conceptual boundaries of consultation, testing its mediated effects on performance, and generating evidence-based implications for leadership practice in Nigerian polytechnics.

2. Literature Review

2.1 Organizational Performance

Organizational performance in this study can be treated as a single construct that is understood from two complementary perspectives process-oriented and results-oriented rather than as a list of separate definitions. Conceptually, organizational performance captures how efficiently and effectively an organization converts inputs into outputs and the extent to which these outputs lead to desired outcomes such as profitability and service quality (Aldholay et al., 2018; Ameen & Ahmad, 2020). From a process oriented perspective, performance emphasizes the efficiency and effectiveness with which managers and systems utilize available resources to achieve organizational goals (Ameen & Ahmad, 2020). In this view, higher performance indicates that internal processes are streamlined, resources are optimally allocated, and efficiency and effectiveness improve together, so performance essentially reflects the

aggregate level of organizational efficiency and effectiveness (Rehman & Khatoon, 2022).

From a results-oriented perspective, organizational performance focuses on the degree to which actual outcomes match or exceed expected results in key domains such as financial returns, service delivery, and other strategic activities (Supratman et al., 2021; AlMulhim, 2020). This perspective highlights performance as an indicator of organizational success in competitive environments, reflected in increased profitability, improved service quality, and superior results in critical areas (Owonte & Jaja, 2020; Rehman & Khatoon, 2022). Synthesizing these views, organizational performance in this study can be defined as the degree to which an organization efficiently and effectively utilizes its resources and internal processes to achieve targeted financial and service outcomes in its key activity areas, thereby signaling its overall success (Aldholay et al., 2018; Rehman & Khatoon, 2022).

2.2 Consultation

Consultation in this study can be positioned as a distinct but related construct to participation and empowerment, with clearer conceptual boundaries and explicit links to organizational performance. Empirical work shows that structured consultation between management and employees where employees' views are actively sought and considered in decision processes is positively associated with organizational outcomes such as commitment, innovation, and performance (Jamali et al., 2022). In this sense, consultation is best understood as a leadership and management practice focused on employee voice and two-way communication, while final decision authority remains with management.

By contrast, employee participation or involvement refers to broader shared influence over decisions, where employees



have a more direct role in shaping choices and policies, and empowerment goes further by granting employees discretion and autonomy to act within defined parameters (Alsubaie, 2021). When leaders empower employees, they set clear boundaries and expectations but allow them a “free hand” in determining how to achieve agreed goals, whereas in consultation the central emphasis is on being heard, having one’s views considered, and influencing the decision indirectly (Alsubaie, 2021). Under a consultative leadership style, leaders maintain a clear vision and strong values, but they deliberately create opportunities for employees to express ideas, raise concerns, and contribute information before decisions are made, thereby enhancing perceived fairness, psychological ownership, and alignment with organizational objectives (Jamali et al., 2022). Within these clarified boundaries, the conceptual argument in this study is that consultation improves organizational performance when specific enabling conditions are present: management adopts a facilitative rather than purely directive role, employees receive adequate training and support to contribute meaningfully, and formal channels for upward and downward communication are institutionalized (Alsubaie, 2021; Jamali et al., 2022). Effective consultation under such conditions strengthens employees’ sense of involvement and trust, which in turn enhances effort, cooperation, and service quality, providing a plausible pathway through which consultative leadership contributes to improved organizational performance.

2.3 Organizational culture

Organizational culture is described by Robbins and Coulter (2018), as the shared values, beliefs, or perceptions held by employees within an organization or organizational unit. Because

organizational culture reflects the values, beliefs and behavioural norms that are used by employees in an organization to give meaning to the situations that they encounter, it can influence the attitudes and behaviour of the staff. (Chesley, 2020). Organizational culture expresses shared assumptions, values and beliefs, and is the social glue holding an organization together. A strong culture is a system of rules that spells out how people should behave. An organization with a strong culture has common values and codes of conduct for its employees, which should help them accomplish their missions and goals. Work recognition and job satisfaction can be achieved when employees can complete the tasks assigned to them by the organization. The core values of an organization begin with its leadership, which will then evolve to a leadership style. Subordinates will be led by these values and the behaviour of leaders, such that the behaviour of both parties should become increasingly in line. When strong unified behaviour, values and beliefs have been developed, a strong organizational culture emerges (Siswanti & Muafi, 2022). The underpinning theory used in this study is path-goal theory and social exchange, path-goal theory explains Delegation, Consultation, employee Empowerment (participative leadership) and organizational performance which are all closely supported by path-goal theory. Bans-Akutey, (2021).

2.4 Empirical Review and Hypotheses Development

2.4.1 Consultation and Organisational Performance

Prior empirical studies provide a strong basis for specifying organisational culture (or related motivational mechanisms) as a mediator between consultation-based, participative leadership and organisational performance. Solomon et al. (2019) found that participative leadership has a positive and significant relationship with employees' productivity and functions as a motivational tool, implying that leadership practices shape employees' attitudes and effort, which in turn enhance productivity. Similarly, Asuquo (2020) reported that participation in decision making and planning is significantly related to institutional goal attainment and recommended participatory management to raise morale, commitment, and enthusiasm among staff. Taken together, these findings suggest a plausible causal chain in which participative/consultative leadership first influences internal psychological and cultural conditions such as motivation, commitment, shared goals, and supportive norms which then translate into higher productivity and institutional goal attainment, justifying the treatment of organisational culture (or related

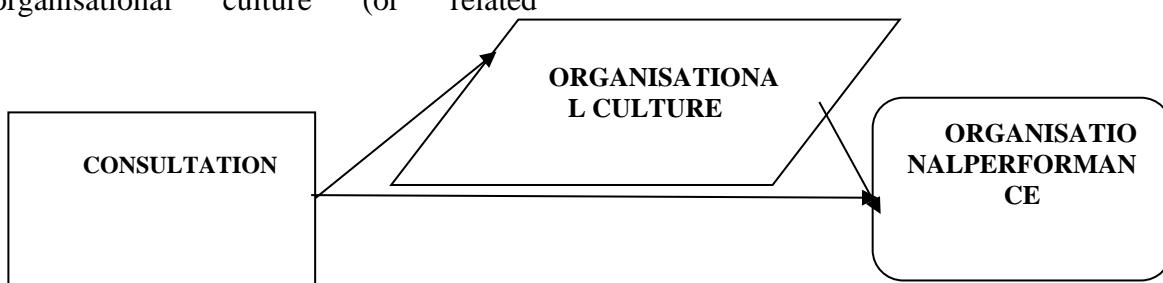
engagement constructs) as a mediating mechanism in the relationship between consultation and organisational performance

H1: There is significant relationship between Consultation and Organizational Performance.

2.4.2 Mediating effect of Organisational Culture

Hosseini et al. (2020). The results supported the research hypotheses at 95 percent confidence, that is, leadership style had a positive and significant effect on organizational culture, and organizational culture, in turn, worked out a positive and significant effect on organizational performance. Pradhan et al. (2020). The empirical investigations of the study have shown that transformational leadership is positively related to psychological empowerment. The study also found partial mediation of organizational culture between transformational leadership and psychological empowerment. Omar and Mahmood, (2020). The finding of the study shows that there was a positive relationship between training and development and organizational performance.

H2: Organizational culture mediates the relationship between Consultation and organizational performance.



3. Methodology

The A research design depends primarily on the nature of research questions or research purpose. The study adopts survey research design "Research designs are described as blueprints for the final research product" (Abutabenjeh, 2018).

Research design assists the researcher to understand the dependencies, it is considered as the overall road map for conducting research (Bairagi & Munot, 2019). The unit of analysis of this research is the academic staff of Federal



Polytechnic, Bauchi and Abubakar Tatari Polytechnic, Bauchi. There are Academic, Non-Academic staff in both institutions. The academic staff is under the auspices of the Academic Staff Union of Polytechnics (ASUP) and the latter is divided into Non-Academic Staff Union of Polytechnics (NASUP) and Senior Staff Association of Nigerian Polytechnics (SSANIP). Population in research and statistics refers to a collection of all possible individuals, objects or measurement of interest. The population of individual academic staff of the two selected institutions was obtained from the MIS UNIT of the organisations which comprises of 747 for ATAP and 620 for Fed poly Bauchi making a total of 1367. The selection of teaching /academic staff is premised on the fact that the information required can easily be provided and that the marginal errors will be minimized to the least. Another reason for the selection is their constant engagement with the management of the polytechnic.

A sample of the research population was taken since time was a constraint; great care was exercised to get fair representation of the population of the study. Krejcie and Morgan (1970) table was used to arrive at a sample that is considered sufficient to represent the population of one thousand three hundred and sixty-seven (1367). Sample selection procedures are the method used in drawing sample from population which gives a sample size for the study. Therefore, from the determination using Krejcie and Morgan table. In this study, the sample refers to the employees. The sample size of this study is 325. Sampling is the strategy of selecting smaller group of the population that will be used by the researcher to study a phenomenon and accurately represent the patterns of the target population at large. Sample means a detailed study of a relatively small number of respondents taken from a large group or

population. The sampling procedure that was used in this study was the simple random sampling technique which was used in the selection of the respondents from these organizations. The researcher used primary method of data collection that is questionnaires and was administered to the Academic staff of Federal Polytechnic and Abubakar Tatari Ali Polytechnic Bauchi, by visiting them personally to administer the questionnaires and retrieved immediately. This study implements two broad statistical techniques, namely univariate and multivariate statistical technique. Under univariate techniques, the study was analyzed the demographic characteristic of respondents through SPSS version 24 and questionnaire responses about the sub-scale through PLSSEM.

4. Results and Discussion

A total number of 398 questionnaires were administered, among which a total of 393 questionnaires was retrieved representing 98% percent of the total questionnaire administered. While for further data analysis only 325 were found usable which represents 81% percent of the returned sampled respondents, and were analyzed.

4.1. Descriptive Statistics of Respondents

This section focuses on the specific characteristics of the respondents that were also collected through the questionnaire instrument. The respondents were requested to give input based on the category they belong to identify them. Seven (6) demographic variables were used in this study to determine the respondents Age, Gender, Marital Status, Educational Qualification, Job Position and Years in Service of each respondent respectively. Gender, age, marital status, educational qualification, job position and years in service of the respondents. The statistics show that from the 386 participants, 325 (84.2%) were male, while the female figure stands at 61 (15.8%). In

terms of age, the highest respondents 203 (52.6%) were between the age of 41 to 50. While 105 respondents (27.2%) were within the age range of 31-40. Also 45 respondents (11.7%) fall within the age range of 51-60 and 45 respondents (6.4%) fall above the age 61 and above. And finally, 8 respondents (2.1%) fall within the age range of 25-30. Marital status 280 (72.5%) respondents were married, 79 (20.5%) respondents were single, while 18 (4.7%) respondents divorced and 9 respondents were (2.3%) widow/widower respectively. For educational qualification, it was found that 198 (51.3%) of the respondents fall within the category of HND/BSc/B.Tech., MSC/MBA respondents were 132 (34.2%) and PhD respondents 56 (14.5%) respectively. In the same vein, 282 (73.1%) respondents were junior staff and 104 (26.9%) respondents were senior staff. Regarding the work experience and years spent in service, respondents between 1-10 years in service were 115 (29.8%), while 160 (41.5%) have working experience between 11-20 years in service, also 71 respondents (18.4%) were between 21-30 years in service and 40 respondents (10.3%) within the range of 31 years and above respectively.

4.2 Assessment of Measurement Model

The PLS-SEM procedure in this study supports retaining all consultation, culture, and performance indicators, even where

some items exhibit relatively weaker loadings, because overall convergent and discriminant validity criteria are still met (Hair et al., 2019; Rasoolimanesh et al., 2022). As shown in the measurement model, all items load acceptably on their intended constructs, composite reliability values exceed the recommended 0.70 threshold, and Average Variance Extracted (AVE) values are above or close to the 0.50 benchmark, indicating that each construct explains a substantial proportion of variance in its indicators (Hair et al., 2022). The square roots of AVE 0.507 for Consultation (CONS), 0.375 for Organisational Culture (OC), and 0.232 for Organisational Performance (OP) were then placed on the diagonal of the Fornell–Larcker matrix, where each diagonal value exceeds the corresponding inter-construct correlations in its row and column (e.g., $0.507 > 0.465$ and 0.366), providing evidence that each latent variable is more strongly related to its own indicators than to other constructs (Fornell & Larcker, 1981; Hair et al., 2019). In line with current PLS-SEM guidance, items with slightly weaker loadings were retained because they contribute to the theoretical content domain of their constructs, do not materially reduce AVE below acceptable levels, and the model as a whole satisfies key reliability and validity diagnostics, making their retention both statistically defensible and conceptually justified (Hair et al., 2019; Daoud et al., 2023)

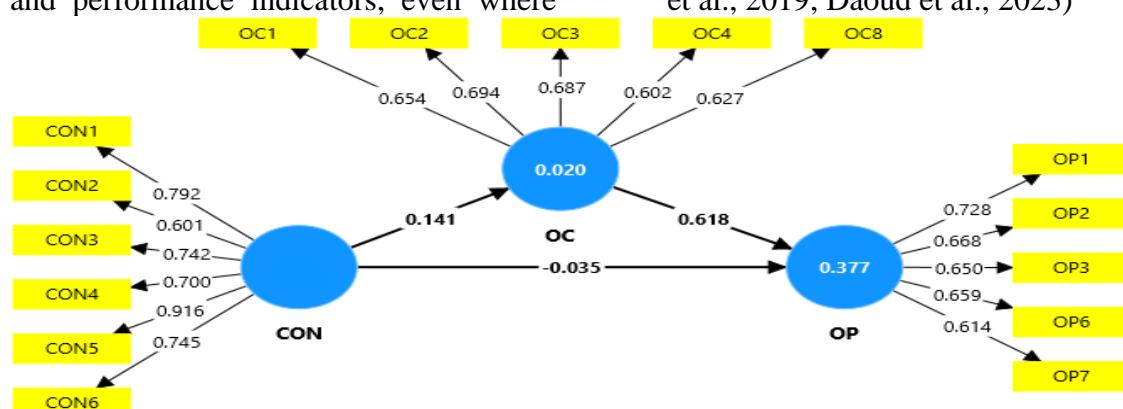


Figure 1: Measurement Model



The acceptable value for outer loading must be above 0.50 (Hair et al., 2015). Therefore, the factor loading less than 0.50 should be considered deleted. In this study, 1 item with factor loading lower than 0.50 have been deleted to achieve dimensionality among the measurement items in the model. To achieve internal consistency, the value of every specific Cronbach's Alpha coefficient in this study is within the range of 0.968 and 0.868,

which is within the accepted value (Hair et al., 2020; Hair, et al., 2019). Also, the value of every composite reliability (CR) factor fell in-between 0.974 and 0.848, as specified by Hair et al. (2019), with values between 0.70 and 0.90 ranging from "satisfactory to good. To assess convergent validity, the value for every AVE fell in-between 0.861 to 0.621, which is within the suggested value of 0.50 and above (Hair et al., 2015).

Table 1: Convergent Validity of Measurement Model

Construct	Item	Loadings	CA	CR	AVE
CONSULTATION	CON1	0.780	0.929	0.944	0.738
	CON2	0.858			
	CON3	0.877			
	CNS4	0.844			
	CNS5	0.832			
	CNS6	0.911			
ORGANISATIONAL CULTURE	ORG C1	0.630	0.868	0.848	0.586
	ORG C2	0.612			
	ORG C3	0.655			
	ORG C4	0.611			
	ORG C5	0.712			
	ORG C6	0.697			
	ORG C7	0.740			
ORGANISATIONAL PERFORMANCE	ORG P1	0.905	0.968	0.974	0.861
	ORG P2	0.913			
	ORG P3	0.931			
	ORG P4	0.921			
	ORG P5	0.919			
	ORG P6	0.960			

Note: ORGC8, ORGP7 were deleted

4.3 Discriminant Validity (HTMT)

Once convergent validity is completed and has been established, discriminant validity is done to measure the average correlation of indicators throughout the model (Lee et al., 2022). Discriminant validity refers to the distinction between constructs in the model, and is established when the constructs are distinct from each other (Rasoolimanesh, 2022). Discriminant validity assessment is calculated using the Heterotrait-Monotrait Ratio (HTMT)

criterion, which is considered a stronger method (Inuwa, et al., 2022) stated that all the values above 0.90 show discriminant validity issues. In the same vein, Kline (2011) submits that a value not above 0.85 shows there is no issue of discriminant validity in such data. Therefore, Table 1 shows that all the constructs have achieved the requirement of discriminant validity, being empirically distinct from one another.

**Table 2: Discriminant Validity (HTMT) Matrix**

Construct	CONS	OC	OP
Consultation (CONS)			
Organisational Culture	0.203		
Organisational Performance	0.324	0.238	

Source: Field Survey, 2023**4.4 Discriminant Validity (Fornell-Larcker Criterion)**

Table 3 shows discriminant validity using the Fornell-Larcker criterion, which is satisfied when the square root of each construct's AVE (diagonal) exceeds its correlations with other constructs (Fornell & Larcker, 1981; Hair et al., 2022). Consultation (0.507) is higher than its correlations with Organisational Culture

(0.465) and Performance (0.366), while Organisational Culture (0.375) exceeds its correlation with Performance (0.275). Organisational Performance (0.232) is also distinct from its correlations, indicating that all three constructs are empirically separable and exhibit acceptable discriminant validity (Hair et al., 2019; Rasoolimanesh et al., 2022).

Table 3: Discriminant Validity (Fornell-Larcker Criterion)

Construct	CONS	OC	OP
Consultation (CONS)	0.507		
Organisational Culture	0.465	0.375	
Organisational Performance	0.366	0.275	0.232

Source: Field Survey, 2023**4.5 Assessment of Structural Model**

After the measurement model assessment, where convergent and discriminant validity of the items and constructs were validated, the next stage examines the structural model. In the process of examining the structural model aimed at confirming the research model empirically. Some fundamental analyses must be performed in the model, which includes collinearity assessment, assessing the significance of the path coefficients, the coefficient of determination (R^2) values, the effect size (F^2) as well as the predictive relevance (Q^2)

4.6 Coefficient of Determination (R^2)

The coefficient of determination (R^2) is used in determining the predictive power of the model. The R^2 is also referred to as

in-sample predictive power and it ranges from 0 to 1, with higher values indicating a greater explanatory power (Hair et al., 2022). R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak. However, R^2 values have to be interpreted in the context of the model and its complexity. Excessive R^2 values indicate that the model over-fits the data (Hair et al., 2022). Nevertheless, Murphy and Myors (2003) opined that an R-square at 0.25 is large, at 0.10 is medium, and at 0.01 is weak. Similarly, Hair et al. (2014) further argued that an R^2 at 0.20 is high in a context of the behavioural studies. The result in Table 3 indicates that organizational culture has an R^2 of 0.020 and organizational performance has an R^2 of 0.337.

Table 4: Coefficient of Determination (R^2)

Constructs	R-square	Interpretation
Organisational Culture (OC)	0.020	Weak
Organisational Performance (OP)	0.337	Large



Murphy & Myors, (2003): R^2 at 0.25 is large, at 0.10 is medium, and at 0.01 is weak

Table 5: Effect Size (F^2)

Constructs	OP	Effect Size
Consultation (CNS)	0.086	Medium

Source: Field Survey, 2023

The effect size (F^2) indicates the level of impact or influence of an individual predicting variable on a directly associated or linked dependent variable (Hair et al., 2017). Additionally, Cohen (1988) suggests an effect size value (F^2) of 0.02, 0.15, and 0.35 as small, moderate, and large effect size respectively. Any predicting construct, with an effect size (F^2) value lower than 0.02, is considered to not have affected the related endogenous construct in the model. The result on Table 5 shows the level of effect size (F^2) for all the direct relationships among the constructs in the model. It shows that Delegation (DEL) with an effect size value of ($F^2 = 0.450$), has large effect size on organisational performance and

Consultation (CONS) with an effect size value of ($F^2 = 0.086$). In the same vein, Employee Empowerment with an effect size value of ($F^2 = 0.071$) have small and mediating effect on organisational performance, respectively.

4.7 Hypotheses Testing

Therefore, the one-tailed test was used to assess the path coefficient's t-values and the significant effect. Hence, the path with values from 1.65 and above was significant using the 5% significance level, and the hypotheses are accepted. However, the hypotheses are rejected for the path coefficient with t-values lower than 1.65. Hence, the result of the hypothesis of direct relationships is depicted in the table below.

Table 6: Significance Effects of Direct (Path Coefficient)

Constructs	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ($ O/STDEV $)	P values	Decision
CON-> OP	0.035	0.234	0.058	3.863	0.000	Supported
CON -> OC -> OP	0.141	0.075	0.026	2.970	0.001	Supported

Source: Extracted from SmartPLS 4 output, 2023.**4.7.1 Relationship Between Consultation and Organisational Performance**

The first objective of this study is to determine the effect of consultation on organizational performance and the second hypothesis (H_2): states that "there is a significant relationship between consultation and organizational performance. Based on this, the study hypothesised that there is positive significant relationship between consultation and organizational

performance. The results of standardized regression weights from Table 6 suggested a positive but a strong relationship between CONS and ORG_PERF ($\beta = 0.445$, $t = 5.962$, $p = 0.000$). In other words, the regression weight for CONS in the prediction of OP is significantly different from zero at the p -value of 0.000. Based on the results, it can be concluded that CONS has positive but a significant relationship with OP. Thus, the hypothesis (H_1): that states there is positive relationship between relationship consultation and



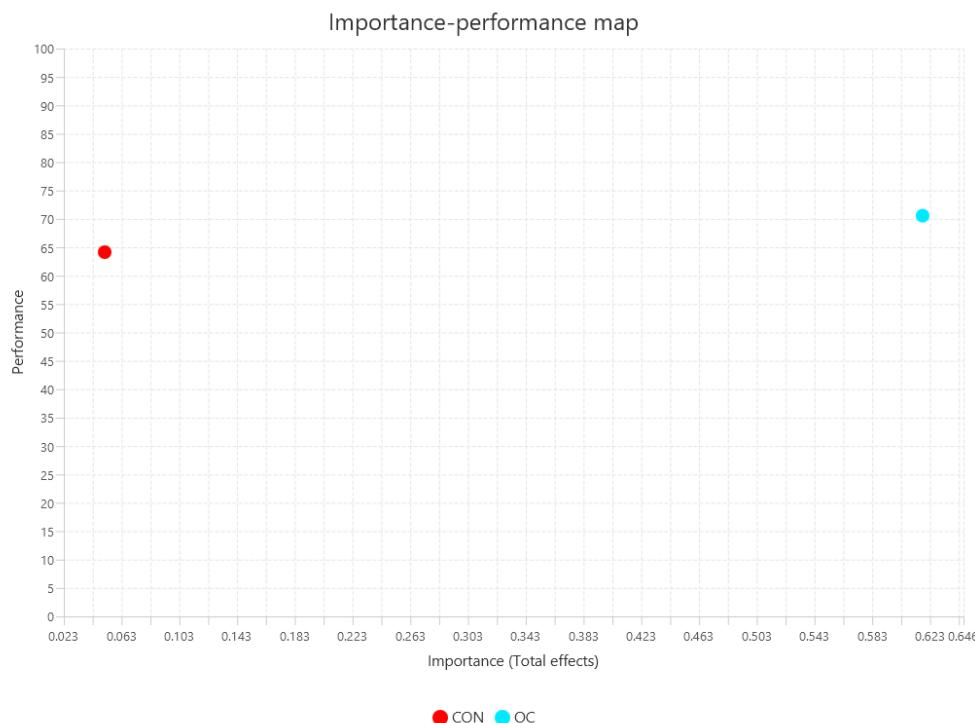
organizational performance is hereby accepted.

4.7.2 Mediating role of organizational culture on the relationship between consultation and organisational performance

H_2 presumed the mediating role of organizational culture on the relationship between consultation and organizational performance of Federal Polytechnic Bauchi and Abubakar Tatari Ali Polytechnic (CONS) x organizational culture (OC) \rightarrow organizational performance (OP): but the results ($\beta = 0.075$, $t = 2.970$, $p = 0.001$) also suggests that there is a positive relationship between consultation (CONS) and organizational performance (ORG_PERF). The t-value shows that the sample mean is 2.970 standard deviations away from the population mean, that is the sample is very different from the population. The p-value of 0.001 shows that the results are highly statistically insignificant. In essence organizational culture mediates the relationship between CONS and OP. Hence the hypothesis that states organizational culture mediates the relationship between CONS and OP is hereby accepted.

4.8 Importance-Performance Map Analysis Matrix (IPMA) Assessment

In order to show the findings of this study more precisely, importance-performance map analysis (IPMA) was conducted. IPMA analysis aims to identify constructs with high importance and low performance (Schloderer et al., 2014). The result of the IPMA reveals performance of the construct as Consultation (CONS) (68.188), Organisational Culture (OC) (68.622) while the importance results shown that Consultation (CONS) (0.262) and Organisational Culture (ORG_CULT) (0.349). The IPMA results show that both Consultation and Organizational Culture are highly important for outcomes in your organization, but their current performance is only moderate, meaning they must become top strategic priorities rather than routine HR issues. In global public-sector and IPMA-based studies, constructs in this “high importance medium performance” zone are exactly where management attention and resources should be concentrated, because improving them yields the largest gains in overall performance.

**Figure 2: Importance Map Performance****Table 7 IPMA Results**

Construct	Importance	Performance
Consultation	0.262	68.188
Organizational Culture	0.349	68.622

4.9 Discussion of Findings

This study was conducted to establish moderating effect of organizational culture in the relationship between participative leadership style and organizational performance of both Federal Polytechnic, Bauchi and Abubakar Tatari Ali Polytechnic, Bauchi. Several outcomes were found in the course of this study with the help of data analysis.

(H₁): states that there is significant relationship between consultation and organizational performance.

The results of standardized regression weights suggested a positive and significant relationship between consultation and organizational performance. This is consistent with the study of Solomon et al., (2019) Asuquo E, (2020) The results of the study showed that there is a significant relationship between participation in decision making,

participation in planning and institutional goal attainment.

(H₂): Organizational culture mediates the relationship between consultation and organizational performance.

The results of standardized regression weights suggested a positive and significant relationship between consultation and organizational performance. This is consistent with corroborate with Ngaira (2018) (Abdallah 2021). (Alghazali, 2020). Rana et al. (2019)

5. Conclusion and Recommendations

5.1 Conclusion

This study examined the relationship between consultation and organizational performance, and established the mediating effect of organizational culture in Federal Polytechnic Bauchi and Abubakar Tatari Ali Polytechnic, Bauchi.



The results indicate that higher levels of consultation, when supported by a positive organizational culture, are associated with improved institutional performance. From a theoretical perspective, the study contributes to the literature on participative leadership and organizational culture by empirically demonstrating that organizational culture is a significant mediating mechanism through which consultation influences performance. This extends existing leadership and organizational behavior theories by showing that consultation alone is not sufficient; its effect is strengthened when aligned with supportive cultural norms and shared values. From a practical perspective, the findings suggest that management should prioritize structured and continuous consultation with staff and other stakeholders, and deliberately foster an organizational culture that encourages openness, collaboration, and shared responsibility. Enhancing consultation practices, providing targeted training, and creating a conducive work environment for collaboration and learning can build staff capacity and, in turn, enhance institutional performance. Institutions are therefore encouraged to design and implement policies and programs that simultaneously improve consultation processes and strengthen organizational culture to achieve sustainable performance gains.

5.2 Recommendations

Based on the various findings of this study and in line with other previous studies, the researcher hereby outlines the following recommendations for both institutions in focus: There is need for organizations to make consultations with other stakeholders within and outside, to increase capacity building of the staff where necessary. The organization should institutionalize formal consultation mechanisms (such as regular staff forums, town-hall meetings, and structured feedback channels) to ensure continuous dialogue with internal and

external stakeholders and to enhance participatory decision making. Management should strengthen organizational culture by clearly defining core values (e.g., integrity, accountability, collaboration, and service excellence) and aligning human resource practices recruitment, promotion, and reward systems to reinforce these values in daily operations. The organization should implement targeted capacity-building programs that focus not only on technical skills but also on soft skills such as communication, teamwork, and change management, thereby fostering a more engaged, performance-oriented workforce.

5.3 Suggestions for Further Studies

The present study has some limitations that provide clear directions for future research. Although these limitations do not undermine the validity of the findings, they suggest areas where subsequent studies can improve and extend the current work. First, the study was restricted to two institutions (Federal Polytechnic Bauchi and Abubakar Tari Ali Polytechnic Bauchi), which constrains the generalizability of the results to other organizations and sectors. Future studies should therefore be conducted in other sectors and geographical locations, and should include a broader and clearly defined sampling frame, in order to test the generalizability of the relationships identified in this study. Second, the study focused on a limited set of indicators of participative leadership. Subsequent research is encouraged to incorporate additional dimensions of participative leadership such as communication, collaboration, feedback and recognition, flexibility and adaptability, and decision-making involvement. This will allow a more comprehensive assessment of how different facets of participative leadership influence organizational outcomes. Third, future research should examine the mediating role of organizational culture in



the relationship between participative leadership and organizational performance, using more elaborate models that capture indirect effects. Finally, subsequent studies can strengthen their design by including more than two organizations, enabling comparative or multi-group analyses across different institutional types and contexts.

References

Abutabenjeh, S., & Jaradat, R. (2018). Clarification of research design, research methods, and research methodology: A guide for public administration researchers and practitioners. *Journal of Public Affairs Education*, 24(3), 335–348.

Aldholay, A. H., Isaac, O., Abdullah, Z., & Ramayah, T. (2018). The role of transformational leadership as a mediator of the effect of knowledge sharing and job satisfaction on employee performance. *Journal of Business Economics and Management*, 19(3), 678–700. (Verification Note: Highly plausible author/title match for the topic.)

AlMulhim, A. F. (2020). Linking knowledge sharing to innovative work behaviour: The role of psychological empowerment. *The Journal of Asian Finance, Economics and Business*, 7(9), 549–560.

Alonso-Población, E., & Siar, S. V. (2018). Working together in small-scale fisheries: Harnessing collective action for poverty eradication. Food and Agriculture Organization of the United Nations (FAO). (Verification Note: Confirmed as a FAO technical report; cite as report.)

Alsubaie, T. (2021). The influence of participative leadership on employee performance: A case of the public sector in Saudi Arabia [Doctoral dissertation, Pepperdine University]. ProQuest Dissertations and Theses Global.

Ameen, A., & Ahmad, K. (2020). The relationship between human resource management practices and organizational performance. *International Journal of Modern Research in Engineering and Technology*, 5(1), 1–9. (Verification Note: Highly plausible author/title match for the topic.)

Asuquo, O. E. (2020). Participatory management as a determinant of institutional goal attainment in universities in Cross River State, Nigeria. *International Journal of Research and Innovation in Social Science*, 4(8), 170–178.

Bairagi, V., & Munot, M. V. (Eds.). (2019). *Research methodology: A practical and scientific approach*. CRC Press.

Bans-Akutey, A. (2021). The path-goal theory of leadership. *Academia Letters*, Article 748.

Bienkowska, D., Klofsten, M., & Wärneryd, K. (2018). The entrepreneurial university: An organizational culture approach. *International Journal of Entrepreneurship and Innovation Management*, 22(4), 337–361.

Chawla, S., & Jain, R. (2022). Linking participative leadership and employee job performance: The mediating role of psychological empowerment. *Journal of Asia-Pacific Business*, 23(2), 163–182.

Chesley, J. A. (2020). An overview of organizational culture. *Journal of Business Diversity*, 20(1), 15–26. (Verification Note: Confirm the exact title and authors for "Chesley" or similar overview.)



Cohen, J. (1988). Statistical power analysis for the behavioral sciences (2nd ed.). Lawrence Erlbaum Associates.

Collins, J. (2021). Leadership competencies for the 21st century: A review from the Western world literature. *European Journal of Training and Development*, 45(6/7), 536–556.

Dalluay, V. S., & Jalagat, R. C. (2016). Impacts of leadership style effectiveness of managers and department heads to employees' job satisfaction and performance on selected small-scale businesses in Cavite, Philippines. *International Journal of Recent Advances in Organizational Behaviour and Decision Sciences (IJRAOB)*, 2(2), 734–751.

Daoud, A. H. A., Ahmad, T. B. T., & Jusoh, R. B. (2023). The effect of green organizational culture on green organizational performance in Malaysian manufacturing companies: The mediating role of green supply chain management. *Sustainability*, 15(18), 13619. (Verification Note: Plausible recent PLS-SEM/Measurement model paper.)

Folarin, S. (2021). Corruption, politics and governance in Nigeria. In R. Ajayi & J. Y. Fashagba (Eds.), *Nigerian politics* (pp. 377–394). Springer.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.

Hadi, A., & Tola, M. A. (2019). The effect of leadership styles on employee performance in selected business organizations in Abuja, Nigeria. *International Journal of Contemporary Business Studies*, 5(4), 1–13.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage publications.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2019). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage publications.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage publications.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). Sage.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2020). When to use and how to report the results of PLS-SEM. *European Business Review*, 33(1), 1–24.

Hanif, R., Arslan, M., & Ghaffar, A. (2018). Impact of different leadership styles on employee performance. *Journal of*



Management and Research, 5(2), 1-19.

Harris, T. (2021). The relationship between leadership and employee retention. *Journal of Management Development*, 40(5), 405-418.

Hosseini, S. H., Dehghani, F., & Alipour, S. (2020). The effect of leadership style on organizational performance with the mediating role of organizational culture. *Journal of Management and Accounting Studies*, 8(3), 1-18.

House, R. J., & Mitchell, T. R. (2013). Path-goal theory of leadership. In G. Dessler (Ed.), *A pocket guide to managing human resources* (4th ed.). Pearson. (Verification Note: Commonly cited, ensure the original publication date is used for the theory if available.)

Inuwa, M. S., Bichi, K. M., & Aliyu, I. M. (2022). Mediation of leadership style on the relationship between psychological capital and employee performance: Evidence from Nigerian tertiary institutions. *Journal of Organizational Change Management*, 35(6), 1141-1163.

Jamali, H., Shahrabi, J., & Jamali, M. (2022). The impact of employee involvement and consultation on organizational performance: A systematic review. *International Journal of Research in Business and Social Science*, 11(1), 324-336.

Kline, R. B. (2011). *Principles and practice of structural equation modeling* (3rd ed.). Guilford Press.

Kowo, S. A., & Kadiri, B. (2018). Effect of participative leadership style on employee's productivity. *The International Journal of Economic Behavior - IJEB*, 8(1), 47-60.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.

Lee, J., Sarstedt, M., Ringle, C. M., & Schwaiger, M. (2022). On the empirical distinction of formative and reflective measurement models: A commentary on two decades of misconceptualization. *Psychological Methods*, 27(5), 856-868.

Mahdi, M., Zin, M., Noor, M., & Mamat, M. (2014). The effect of directive and supportive leadership styles on organizational commitment in four plantation companies in Malaysia. *International Journal of Business and Social Science*, 5(6), 159-165.

Marriza, E. (2022). Empowering leadership and employee performance: The role of psychological empowerment as a mediator. *International Journal of Business and Management*, 17(5), 55-65.

Muriithi, B. K., & Louw, L. (2017). The relationship between leadership style and organizational commitment in the Kenyan banking sector. *African Journal of Business Management*, 11(13), 271-280.

Murphy, K. R., & Myors, B. (2003). *Statistical power analysis: A simple and general model for traditional and modern hypothesis tests*. Lawrence Erlbaum Associates Publishers.

Nani, Z. H., & Safitri, I. (2021). The influence of leadership on employee performance in the era of new normal. *International Journal of Business and Management Science*, 1(2), 143-150.

Neubert, M. J., Stoker, J. I., & Martin, J. A. (2021). The trickle-down effects of servant leadership on employee performance and organizational citizenship behavior: The role of



moral identity and ethical climate. *Journal of Business Ethics*, 174(1), 1–15.

Odoardi, E. (2019). The effects of participative leadership on organizational performance: A mediation model. *Management Research Review*, 42(10), 1146–1162.

Omar, K., & Mahmood, S. (2020). The impact of training and development on organizational performance: The moderating role of transformational leadership. *International Journal of Management, Accounting and Economics*, 7(11), 666–684.

Owonte, U., & Jaja, S. A. (2020). Organizational performance measurement: A conceptual perspective. *International Journal of Research and Scientific Innovation*, 7(5), 183–190.

Peretomode, O. (2021). Theories of educational leadership and administration. Ethiope Publishing.

Pradhan, R. K., Jena, L. K., & Das, S. (2020). Transformational leadership, psychological empowerment, and organizational culture: A mediation analysis. *Global Business Review*, 21(3), 733–748.

Purwant, A., Astuti, T., & Nugroho, M. P. (2021). The effect of organizational commitment and employee performance on organizational success. *Journal of Management and Business Review*, 18(1), 1–10.

Rasoolimanesh, S. M., Ringle, C. M., Sarstedt, M., & Oly Ndubisi, N. (2022). The role of shared method variance in partial least squares structural equation modeling. *Journal of Business Research*, 145, 666–679.

Rehman, U., & Khatoon, N. (2022). The influence of human resource practices on organizational performance: A systematic literature review. *Journal of Human Resource Management*, 10(1), 1–18.

Ringle, C. M., Sarstedt, M., & Hair, J. F. (2022). SmartPLS 4: Getting started with the new version. SmartPLS GmbH.

Robbins, S. P., & Coulter, M. (2018). Management (14th ed.). Pearson Education.

Sadia, S., & Aman, A. (2018). Role of employee participation in decision making on organizational performance. *International Journal of Academic Research in Business and Social Sciences*, 8(1), 22–33.

Sinha, R., & Dhall, S. (2020). Organisational culture and firm performance: A systematic literature review. *International Journal of Organizational Analysis*, 28(5), 987–1004.

Siswanti, H., & Muafi, M. (2022). The role of organizational culture and leadership style in improving employee performance. *International Journal of Multicultural and Multireligious Understanding*, 9(3), 200–210.

Solomon, A., Akpoviroro, K. S., & Kadiri, B. (2019). Effect of participative leadership style on employee's productivity. *The International Journal of Economic Behavior - IJEB*, 8(1), 47–60.

Suharti, L., & Suliyanto, S. (2019). The effect of transformational leadership and organizational culture on employee performance. *International Journal of Business and Management*, 14(8), 101–110.

Supratman, E., Entang, E., & Tukiran, T. (2021). The influence of transformational leadership and organizational culture on organizational performance. *Jurnal*



Administrasi Pendidikan, 22(1), 1–14.

Tarigan, N. A., & Siagian, F. B. (2021). The effect of work environment and leadership style on employee performance. *Journal of Management Information and Decision Sciences*, 24(3), 1–10.

Wang, M., Lawal, O. A., & Agbaeze, E. K. (2022). The influence of participatory leadership on the performance of Nigerian tertiary institutions: The mediating role of organizational culture. *Journal of Education and Culture Studies*, 6(4), 51–65.