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**Employee's Involvement in Decision Making and Organisational Performance: A Study of some Selected Banks in Nigeria.**

Oginni Babalola Oluwayemi<sup>1</sup>, Akpor-Robaro, Masoje.O.M<sup>2</sup>, Gbakeji, Oghenetega<sup>3</sup>

<sup>1</sup>*Department of Human Resource Development, Faculty of Management Sciences, College of Management and Social Sciences, Osun State University, Osogbo, Osun State*

<sup>2,3</sup>*Department of Economics and Business Studies, Faculty of Management and Social Sciences, Redeemer's University, Ede, Osun State, Nigeria*

Email: [babalola.oginni@uniosun.edu.ng](mailto:babalola.oginni@uniosun.edu.ng)

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**Abstract**

*The focus of this study was on employee's involvement in decision making and organisational performance using some selected banks in Nigeria as a unit of analysis. The study identified the outcome of employee's involvement in decision making and commitment with reference to organisational performance as well as relationship between employee involvement and organisational performance. A sample of 200 respondents in the commercial banks from Zenith Bank, Skye Bank, First Bank, First City Monument Bank and Sterling Bank were chosen through convenience sampling method and random sampling method was also used in the administration of the questionnaire to elicit response. It was found that employee's involvement in decision making has a relationship with organisational performance but it was relatively low and it was concluded that management should facilitate employee's involvement in decision making in order to take advantage of job satisfaction and commitment from employees. Recommendations were made to enhance organisational performance: organisation should be encouraged to adopt employee involvement programs in order to enhance performance, growth and competitiveness.*

**Keywords:** Organisational Performance, Employee's Involvement, Participation, Decision Making.

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**Introduction**

In order to compete in an increasingly competitive business world, organisations have to modify their internal structure and processes to become more lean and flexible by continuously changing competitive conditions and involving employees in decision making to adapt their business accordingly (Khan, 2010). When an organisation wants to create a positive work environment that is based on high trust, exceptional customer service, collaborative teamwork, operational excellence, and creative problem solving, then the leadership

team must begin to understand, invest in, and be responsive to the needs of the group that represents the organisation's most valuable assets, and is also one of its most important customers, the employees (Apostolou, 2002). Employee's involvement is 'a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organisation and their commitment to its objectives. Employee's involvement or participation in decision making is an approach to management that has not been understood and accepted by many managers in organisation (Owolabi &

Abdul-Hameed, 2011). Employee participation is an important tool for human relations management in organisations (Owolabi & Abdul-Hameed, 2011). Yet in many organisation employees are never involved in decision making (Ojomu, 2016). One of the greatest underlying factors in the success or failure of any organisation is the knowledge of its people and how well such knowledge is harnessed towards meeting organisational objectives. Organisations that can utilize the expert knowledge of their employees will be stronger and more competitive than those that cannot (Apostolou, 2002). Today there is a growing advocacy among industry observers for employee's involvement in decision making in organisations which suggests that there is some relationship between employee's involvement in decision making and the performance of organisation.

Participation in decision making process gives an employee the opportunity to express his/her opinion and view and to share his/her knowledge with others pertaining to the organisational goals (Noah, 2009). Specifically, the refusal of organisations to recognize the relationship between the employee's involvement in decision making and organisational performance and the effects of greater involvement of employees in management decision making on industrial production has created several situations of conflicts of interest between management and staff in organisations (Zivkovic, Mihajlovic & Prvulovic, 2009). Apparently, the implications of strict management control and non-involvement of employees in decision process has raised serious concern among scholars of industrial relations (Godard & Delaney, 2000), in terms of the effect of the situation on organisational performance. It is against the background of these concerns that this study examines the relationship between employee's

involvement in decision making and organisational performance.

### **Objectives of the Study**

Sequel to the concerns of the study, the general objective of the study was to examine the relationship between employee's involvement in decision making and organisational performance which was achieved through the following specific objectives to:

1. Determine whether employee's involvement in decision making has significant impact on employee commitment.
2. Examine the relationship between employee's involvement in decision making and organisational performance.
3. Determine the impact that employee's involvement in decision making has on organisational performance.

### **Research Hypotheses**

**H<sub>0</sub>:** Employee's involvement in decision making has no significant impact on employee commitment.

**H<sub>0</sub>:** There is no relationship between employee's involvement in decision making and organisational performance

**H<sub>0</sub>:** Employee's involvement in decision making has no significant impact on organisational performance.

### **Conceptual issues in decision making and employee's participation**

#### **Concept of Decision Making**

A vital concept towards attaining objectives is decision making - making a choice out of alternatives. The choice should conceptually benefit the manager, of the business, the subordinates, the owners of the business and more importantly the public. Decision-making is an integral organisational process that impacts every level including, individual, group, and organisation. It is often associated with problem-solving and group

processes in the organisational structure (Oginni, 2017). With the level of advancement in technology which has enhanced the ability to engage in more streamlined businesses, the role of decision-making in today's organisations became even more critical. Organisational members are often left with making fast and rapid decisions without being furnished with knowledge and skills to make them (Theodosia, 2010). However, Ojomu, (2016) opined that decisions made by management and implemented it through people, that is, the subordinates. The question then is, should the one to implement the decision have a say in what he should implement?

Decision is a choice made between alternatives courses of action in a situation of uncertainty. Decision-making and its implementation is therefore very crucial to the fortunes of any organization as it is through the successful implementation of policy decisions that the goals and objectives of an organization can be achieved to improve organizational performance. Employees are the fuel that runs the engine of the organization and it is believed that their non-involvement in the decision-making process creates tensions between management and staff. It leads to lost man hours among others which adversely affect the fortunes of the organization. Decision-making is defined by Stone and Freeman (1989) as "the process of identifying and selecting a course of action to solve a particular problem". Akintayo, (2010) defined decision-making as "the selection of a course of action among alternatives". According to Hellriegel, Jackson and Slocum, (2005) it includes, defining problems, gathering information, generating alternatives and choosing a course of action. Decision making in an organization will bring about the ability to make decision with good leadership skills. This description

implies that only irrational decision - making accords human values precedence over economic values. Leaders must find some middle ground between these extremes for it is evident that neither set of values can be ignored. It possible to adopt the best course of action in carrying out a given task. It becomes necessary to find out the best way when there are different ways of performing a task and the action finally selected should produce the best results and should be acceptable to both the workers and management. Satisfied workers put in their best efforts and this results in higher output which satisfies management who may come forward to share the gain with the workers, thus, there is improvement in the overall efficiency of the organization (Akpor - Robaro & Oginni, 2018). This is because decision making in many organisation are done by top management team without considering the input of the employees at the other management levels. In these organisations the decisions taken by top management is however implemented by the lower level of employees and where lower management do not take part in the decision making, it sometimes become difficult for some of the decisions taken by top management to be implemented especially when the decisions seem not to be favorable.

### **Forms of Decision Making**

In today's business organisation, decision making can take one of the following form or combination of one or two depending on issue at hand and the nature of the organisation (Akpor - Robaro & Oginni, 2018).

- **Consensus Decision-Making:** Consensus decision-making is a group decision-making process in which group members develop, and agree to support a decision in the best interest of the whole.

- **Consultative Decision Making:** This process is used when there is more time to make a decision on important issues and requires input from people who can (or sometimes cannot) be directly impacted by those decisions.
- **Voting Decision Making:** Voting decision making can also be called democratic decision-making process. Democratic decision making is when the leader gives up ownership and control of a decision and allows the group to vote. Majority vote will decide the action.

### **Concept of Employee's Involvement in Decision Making**

The term employee's involvement is often used interchangeably with employee participation, but employee's involvement practices tend to take place at individual or workgroup level, rather than at higher decision-making levels that will affect the organisation as a whole. Employee's involvement in decision making, sometimes referred to as participative decision-making. The participatory decision-making process creates an avenue for employees to be involved in decision making processes as they are pushed down to the lowest of an organisation (Stone & Freeman, (1989). Employee's involvement exists in organisations that intentionally establish work cultures, systems and processes to encourage and make use of employee input and feedback. Involving employees more in decision making has become increasingly common in early 21<sup>st</sup> century organisations as companies see benefits in keeping employees at all levels actively engaged in core activities (Stoner, 2001)

Employee's involvement was defined by Schultz, Van der Walt and Bezuidenhout (2011) as creating an environment in which employees have an impact on decisions and

actions that affect their jobs. Direct involvement of employee helps an organisation fulfil its mission and meet its objectives by allowing employees applying their own ideas, expertise, and efforts towards solving problems and making decisions. It is a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organisation and their commitment to its objectives and in a way, forces the organizations to address three key issues; communication, involvement and development. In fact, the three issues can be used as a measure of an organization's maturity in the employment relationship in respect of employee's involvement in decision-making which has resulted into value creation in many organisations. Employees who are best organized in an organisation and involved in decision-making will harness their full potential. They will perform better than others, take fewer sick leave days and are less likely to leave (Edwards, 2007). They will be empowered to make decisions and solve problems appropriate to their level in the organisation. Employee's involvement is a process for empowering employees to participate in managerial decision-making and improvement activities appropriate to their levels in the organization. Employee's involvement in decision making serves to create a sense of belonging among the workers. In the views of Noah (2009), employee involvement in decision making is a form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. This refers to the degree of employee's involvement in an organisation's strategic planning activities. An organisation can have a high or low degree of employee involvement. A high

degree of involvement i.e. a deep employee involvement in decision making means that all categories of employees are involved in the planning process. Also, a low degree of involvement i.e. a shallow employee involvement in decision making indicates a fairly exclusive planning process (Barringer & Bleudorn, 1999) which involves the top management only. A deep employee involvement in decision making allows the influence of the frontline employees in the planning process.

### **Concept of Organisational Performance**

Organisation performance is one of the most important perspectives in human resource management research. It refers to the competency of an organisation to transform the resources within the firm in an efficient and effective manner to achieve organisational goals. (Nwadukw, & Court, 2012.) According to Stoner (2001) "organisational performance refers to how efficient and effective an organisation is in the pursuit of their sets goals, stressing that how well an organisation achieves its set objectives". The concept of organizational performance is the comparison of an organization's goals and objectives with its actual performance in three distinct areas: financial performance, market performance, and shareholder value.

Financial performance refers to an organization's results with regard to return on investment and return on assets. The market performance refers to a company's ability to make and distribute their outputs in the most cost-effective way and to set a price that returns a reasonable amount to suppliers. In addition, market performance refers to the ability of a company to meet the demands and expectations of consumers regarding the good or service produced. Some organizations also measure market performance with regard to how great a share of the market they possess relative to their

competitors, and some measure their ability to achieve social responsibility or stewardship of the environment and responsibility to the community (Thompson (2002). Finally, shareholder value refers to the value of what a person holding shares in the firm possesses. These three measures determine whether an organization is meeting its goals

According to Folorunso, Adewale, and Abodunde, (2014) organisational performance represents the level of organisational achievement with regard to organisation regulations, expectation and requirement in meeting the organisational aims. Edwards (2007), opined that organisational performance focuses on the key area namely: the market, the employees and the customers. Expectation will most likely result in the overall improvement of the organisational performance. The differences in personality predicted individual services performance an employee satisfaction; however not all individual differences are beneficial. Ngo, Lau and Foley (2008) added that human resource policies that meet the criteria of employee satisfaction are beneficial to the enhancement of organisational performance.

### **Measures of Organisational Performance**

Organizational performance encompasses three specific areas of firm outcomes:

1. Financial performance (profits, return on assets, return on investment, etc.)
2. Product market performance (sales, market share, etc.)
3. Shareholder return (total shareholder return, economic value added, etc.).

The most common metrics used to measure organisational performance are profitability and growth. However, measuring these variables in small and medium businesses can be challenging in contrast to large corporations of which the process of data gathering can be objective or subjective. In



most cases, the performance of the firm is measured by the perception of the owner providing responses to the survey (Justin, Bell, Payne & Kreiser, 2010).

Performance measurement means using indicators and measures to monitor, evaluate and establish the:

1. appropriateness of the organisation's services;
2. effectiveness and impact for clients and the community; and/or
3. efficiency of the organisation

Performance measurement is all about your organisation ensuring that it is producing the outcomes and results that are worthwhile and valuable to the community. It involves managing issues such as waste and fraud, and providing a sense of purpose and satisfaction to your stakeholders, so they are more engaged and happy to support your ongoing efforts (Robert, 2011)

### **Expectancy Theory**

Vroom (1964) criticized Herzberg's two-factor theory as being too dependent on the content and context of the work roles of workers and offered an expectancy approach to the study of motivation (Bloisi, Cook & Hunsaker, (2003). This theory therefore is aimed at work motivation and based on three variables namely valence; instrumentality and expectancy. This theory was based on the idea that people prefer certain outcomes from their behaviour over others (Mullins, 2005). He proposed that individuals will be motivated to achieve a desired goal as long as they expect their actions will achieve the goal (Bloisi, Cook & Hunsaker, 2003). Valence as a variable of this expectancy theory is the feelings about a specific outcome or an anticipated satisfaction from an outcome. It can further be explained as the attractiveness of, or preference for a particular outcome to an individual. This is derived from their own

right but usually derived from the other outcome to which they are expected to lead of which accumulation of wealth from money is an example (Mullins, 2005). This theory postulates that rewards or punishment serve as the means of ensuring that people act in a desired way. The theory states that employee only work for money and that they are only motivated when rewards and penalties are tied to level of performance. Therefore, the relevance of this theory is the evidence of correlation with certain outcomes to herald certain behaviour i.e. involvement of employees in organisation decision making will herald a particular line of behaviour.

### **Goal Theory**

Goal theory plays a key part in performance management process and was evolved from the largely discredited management-by-objective (MBO) approach. It was postulated by Latham (1979). Owolabi and Abdul-Hameed, (2011) stated that motivation and performance are higher when individuals set specific goal, when accepted goals are difficult, and when there is feedback on performance. The basic premise of this theory is that people's goals or intentions play an important part in determining behaviour. Goals guide people's response and action by directing work behaviour and performance, and lead to certain feedback. Owolabi & Abdul-Hameed, (2011) stressed that goal setting is viewed as a motivational technique rather than a formal theory of motivation. Erez and Zidon (1984) emphasized the need for acceptance of and commitment to goal. This emphasis was based on findings that, as long as they agree, demanding goals lead to a better performance than easy ones. Erez and Zidon (1984) also stressed on the importance of feedback as Richardson, Stewart, Danford, Tailby and Upchurch, (2004) pointed out: "Goals inform individuals to achieve particular levels of performance, in order for them to direct and

evaluate their actions; while performance feedback allows the individual to track how well an individual has been doing in relation to the goal, so that, if necessary adjustment in effort, direction or possibly task strategies can be made” (Armstrong, 2006). Individuals with specific and difficult goals perform better than those with vague and easier goals as buttressed by Ingram (2000) who opined that people with ambitious goals, highly targeted opportunities for breakthrough improvement in performance. Haddock (2010) has suggested that “at present goal-setting is one of the most influential theories of work motivation applicable to all cultures” (Mullins, 2005). Goal theory has a number of practical implications:

1. Specific performance goals should be identified and set in order to direct behaviour and maintain motivation
2. The set goals should be challenging but at a realistic level
3. Complete, accurate and timely feedback and knowledge of results is usually associated with high performance.
4. Goals can be determined either by superior or individuals themselves.

Therefore, the relevance of this theory is that it provides insight into the reality of employees’ belief when they feel that sense of importance as a result of their participation in critical areas of the organisation. The individual goals are seen in the light of value or premium placed on them.

### **Equity Theory**

Adams (1963) in Owolabi and Abdul-Hameed (2011) considered this theory from perceived equitable rewards which are variations in satisfactions of Porter and Lawler (1968) expectancy mode (Owolabi & Abdul-Hameed, (2011). This theory looked at the perception people have about the treatment being given them in relation with others. Equity deals with fairness compared to others and it involves feelings, perceptions

and comparative process. The theory states that people will be better of motivated if they are treated equitably and de-motivated if treated inequitably (Armstrong, 2006). There exists equity when the ratio of an individual’s total outcomes to total inputs equal the perceived ratio of other people’s total outcome to total input. An inequity feeling causes unpleasant tension which motivates the person to remove or reduce the level of tension and perceived inequity. Adams identified six feedbacks to inequity:

1. **Changes to input:** An individual may increase or decrease the level of inputs through quantity, quality, absenteeism, or working extra hours without pay.
2. **Changes to outcome:** An attempt by an individual to change outcome such as pay, working conditions, status and recognition without change in input.
3. **Cognitive distortion of input and outcomes:** People may distort cognitively, their inputs or outcomes to achieve the same results. He further suggested that although it is difficult for individuals to distort facts about themselves, it is possible to within limits to distort the utility of those facts.
4. **Leaving the field:** It is the situation where an individual finds a more favourable balance by absenteeism, request for transfer, or resigning altogether from the job or organisation.
5. **Acting on others:** A person may try to bring changes in others by lowering inputs or accepting greater outcomes or force others to leave the job.
6. **Changing the object of comparison:** This is the change in reference group with whom comparison is made (Mullins, 2005).

The implication of this theory on the study is that it places emphasis on fairness as employees’ morale will be affected when fairness in the treatment received by

employees are not the same. Therefore, employees' involvement should not be factionalized or restricted to a particular set of employees without concrete reasons. Objectivity should be given preference in the conduct of daily activities in the organisation.

### **Empirical Review**

Employee involvement in creating an environment in which people have an impact on decision and action that affects their jobs. It is not a goal but it is a tool as practiced in many organisations. There are a handful of studies that have explored the relationship between employee involvement in decision making and organisational performance. Wooldridge and Floyd (1990) are among the first researchers who confirm a positive relationship between middle, manager's involvement in the strategic making process and the performance of organisation. Thompson (2002) added that employee involvement does influence organisational effectiveness as a result of lower absenteeism, enhanced work, higher individual work performance, lower employee turnover and improved organisational learning culture.

Van-Riel, Lemmink, and Ouwersloot (2006) investigated the relationship between characteristics of decision risk, decision style and decision-making effectiveness. The study employed cognitive styles under various task conditions: intuition and analysis were identified and evaluated for their relative effectiveness. The study revealed that cognitive styles of decision making process would lead to high organisational performance and effectiveness. Negin, Omid and Ahmad (2013) examine the impact of organisational commitment on employees' performance among the Malik bank staff. The study showed that employee commitment has a significant positive impact on organisational performance. It also observed that employee commitment in terms

of affection, normative and continual in participation of decision making significantly lead to an increase in the performance.

Devaro (2006) conducted a study on team autonomy and the financial performance of forms the study showed that team work has a significant impact on the performance of the organisation when the organisation adopted the decentralized structure of decision making process. Glassop (2002) conducted a study on the benefits of organisation for team work that is involved in decision making process. The study showed that teamwork has no significant impact on organisational performance. Armstrong (2006) added that job satisfaction is a positive orientation of an individual towards the work role, which he is presently occupying. Job satisfaction can include achievement, advancement, job enhancement, job enrichment and teamwork. One of the most challenging tasks in management today is keeping the most qualified employees satisfied and being able to retain them on the job (Akintayo, 2010).

Ofoegbu and Joseph (2013) investigated the determinant of employee productivity in a bond chemical industry in Oyo state. The empirical evidence from logistic regression revealed that involving employee in decision making process will help boost the morale of the individual employee and significantly improve the performance of the organisation. Nadia and Shagufta (2011) examined the relationship between work motivation and job satisfaction in Pakistan. They found out that employee gender displayed a significant relation with job satisfaction and motivation as a result of employee engagement in decision process. It is also observed that engaging employee in decision making always enhanced their job satisfaction and improved performance. Khan (2010) found that there is positive relationship between corporate social responsibility and employee commitment as well as between employee



commitment and organizational performance. They therefore concluded that organizations can improve their performance through employees' commitment by engaging in social activities since such activities also include the welfare of employees and their families.

#### **Relationship between Employee Involvement in Decision Making and Organisational Performance**

There is growing evidence that organisation performance rests increasingly on the involvement of workers in decision making (Arthur, 1994; Deninson & Mishra, 1995; Spreitzer & Mishra, 1999). Scholars have argued that employee involvement contributes to organisational efficiency because it has the capacity to enhance the quality of decision making by increasing the inputs and promotes commitment to the outcomes of the decision-making process in the workplace (Markey, 2006). In the views of Markey (2006), workers who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high performance. A significant relationship between frequency of employee's consultation and organisation commitment has also been established (Noah, 2009). While employee involvement may reside at the core of many contemporary practices and research, the extent to which organisational-level performance gains are actually achieved through decentralizing decision-making authority to lower level employee remains unclear (Richardson et al., 2004). Latham (1994) contend that there is much less research evidence for the value of employee involvement on quality decision making. Scholars have also argued that employees' involvement in decision making may primarily serve to make them feel good about their jobs and organisations but do little to increase organisation's performance (Wagner, 1994).

#### **Methodology**

The study covered commercial banks in Nigeria as the population of the study and restricted to performance measurement in the banking industry while the geographical coverage was limited to Osun State, Nigeria. It employed descriptive and cross - sectional survey research design because it deals with gathering information about population in which direct contact is made with the respondents through the use of questionnaire. The questionnaire used was constructed by Williams and Allen (2011) and was adopted without any modification. From the population, the sample consists of employees of Zenith bank, First City Monument Bank (FCMB), First Bank, Skye Bank, and Sterling bank selected totaling 5 banks in all in such that Zenith bank has 105, Skye bank has 95, First City Monument Bank has 65, Sterling bank has 85, First bank has (50) from the given total of 400 employees in the banks. A sample size of 200 employees across the selected branches of the banks were chosen using Yamane's formula with reference to convenience sample method. The study was conducted over a period of nine (9) months from May 2019 to January 2020.

$$n = \frac{N}{1 + Ne^2}$$

Where **N** is the population size

**n** is the sample size

**e** is the chance allowed for error or the level of significance and significance level of 5%,

The research instrument used to collect data was questionnaire and data collected were analysed using the descriptive statistics (simple percentage and frequency distribution) and inferential statistics (Regression Analysis) with the aid of

statistical package for the social sciences (SPSS).

### Data Interpretation and Results

For the purpose of clarification and easy understanding of the interpretation of the data, this has been divided two subheadings namely demographic information obtained from the participants as interpreted through the use of Tables showing frequencies and percentages and the test of hypotheses. The

total number of questionnaire distributed was 200 while the total number of questionnaires returned was 175 in such that Zenith Bank has 40 respondents, first Bank has 30 respondents, First City Momentum Bank has 25 respondents, Sterling bank has 40 respondents and Skye bank has 40 respondents thus representing a response rate of 87.5%.

**Table 1: Demographic Information of the Respondents.**

Variables	Characteristics	Zenith Bank		First Bank		FCMB		Sterling Bank		Skye Bank	
		F	(%)	F	(%)	F	(%)	F	(%)	F	(%)
Gender	Male	22	55.0	12	40.0	15	60.0	23	57.5	19	47.5
	Female	18	45.0	18	60.0	10	40.0	17	42.5	21	52.5
	<b>Total</b>	<b>40</b>	<b>100</b>	<b>30</b>	<b>100</b>	<b>25</b>	<b>100</b>	<b>40</b>	<b>100</b>	<b>40</b>	<b>100</b>
Age	20-25yrs	3	7.5	5	16.7	2	8.0	3	7.5	4	10.0
	26-30yrs	14	35.0	13	43.3	8	32.0	15	37.5	10	25.0
	31-35yrs	10	25.0	8	26.7	8	32.0	13	32.5	10	25.0
	36-40yrs	6	15.0	3	10.0	4	16.0	7	17.5	9	22.5
	41yrs and above	7	17.5	1	3.3	3	9.0	2	5.0	7	17.5
	<b>Total</b>	<b>40</b>	<b>100</b>	<b>30</b>	<b>100</b>	<b>25</b>	<b>100</b>	<b>40</b>	<b>100</b>	<b>40</b>	<b>100</b>
	<b>Marital Status</b>										
Marital Status	Married	25	62.5	17	56.7	13	52.0	26	65.0	19	47.5
	Single	13	32.5	12	40.0	12	48.0	14	35.0	18	45.0
	Separated	2	5.0	1	3.3	-	-	-	-	2	5.0
	Widowed	-	-	-	-	-	-	-	-	-	-
	Divorced	-	-	-	-	-	-	-	-	1	2.5
	<b>Total</b>	<b>40</b>	<b>100</b>	<b>30</b>	<b>100</b>	<b>25</b>	<b>100</b>	<b>40</b>	<b>100</b>	<b>40</b>	<b>100</b>
	<b>Level of Education</b>										
Level of Education	Post Graduate	11	27.5	15	50.0	7	28.0	16	40.0	16	40.0
	University	24	60.0	14	46.7	15	60.0	21	52.5	20	50.0
	Advance	3	7.5	1	3.3	1	4.0	2	5.0	3	7.5
	Level										
	Ordinary	-	-	-	-	2	8.0	-	-	1	2.5
	Level										
	Senior High School	2	5.0	-	-	-	-	1	2.5	-	-
	<b>Total</b>	<b>40</b>	<b>100</b>	<b>30</b>	<b>100</b>	<b>25</b>	<b>100</b>	<b>40</b>	<b>100</b>	<b>40</b>	<b>100</b>
Years of Work/Experience	1-5	18	45.0	14	46.7	15	60.0	18	45.0	17	42.5
	6-10	14	35.0	15	50.0	7	28.0	17	42.5	11	27.5
	11-15	8	20.0	1	3.3	2	8.0	4	10.0	10	25.0
	16-20	-	-	-	-	-	-	1	2.5	1	2.5
	21-25	-	-	-	-	1	4.0	-	-	1	2.5
	26-30	-	-	-	-	-	-	-	-	-	-
	<b>Total</b>	<b>40</b>	<b>100</b>	<b>30</b>	<b>100</b>	<b>25</b>	<b>100</b>	<b>40</b>	<b>100</b>	<b>40</b>	<b>100</b>
Position in Organization	Manager	8	20.0	9	30.0	3	12.0	14	35.0	8	20.0
	Officer	26	65.0	21	70.0	14	56.0	23	57.5	23	57.5
	Clerk	6	15.0	-	-	8	32.0	3	7.5	9	22.5
	<b>Total</b>	<b>40</b>	<b>100</b>	<b>30</b>	<b>100</b>	<b>25</b>	<b>100</b>	<b>40</b>	<b>100</b>	<b>40</b>	<b>100</b>

Source: Field Survey Analysis, 2019

Table 1 has demographic information of the respondents from the selected banks used as unit of analysis and can be deduced that the banks were dominated by male workers and married people. With respect to age grades, 26 -30years were in the majority and the banks were also populated people whose work experience were within the rage of 6 - 10years while the banks have more middle workers. The relevance of the information in Table 1 was that the majority were married and relatively young indicating that the respondents were emotionally stable and

matured to understand what employee's involvement in decision making with respect to organisational performance. The educational qualification makes the sense of judgement of the respondents to be sound and reliable and the length of service was adequate for the respondents to understand what employee's involvement in decision making and organisational performance was all about while position in organisation situated the appropriateness of the respondents.

**Table 2 Employee Involvement in Decision Making.**

S/N	Items	YES	NO	REMARKS
1	Are you involved in decision making in your organization	61 (34.9%)	114 (65.1%)	No
2	Do you think involving employees in decision-making would contribute effectively to the implementation of decisions arrived at by Management	162 (92.6%)	13 (7.4%)	Yes
3	If employees are involved in the decision-making process, would it lead to acceptance of these decisions by all	137 (78.3%)	38 (21.7%)	Yes
4	Do you believe that employee participation will make feel as partners with management in the organization and have a sense of belonging	159 (90.9%)	16 (9.1%)	Yes
5	In your opinion would involvement and empowerment of employees lead to a change in work attitudes	158 (90.3%)	17 (9.7%)	Yes

Source: Field Survey, 2019

From Table 2 above, it was revealed that most of the respondents, up to 114 making 65.1% of the respondent are involve in decision making in their respective organization while 61(34.9%) are not involved in decision making in their organization. 162 (92.6%) responded yes to do you think involving employees in decision-making would contribute

effectively to the implementation of decisions arrived at by management while 13(7.4%) opt for no. 137(78.3%) of the respondents responded yes to If employees are involved in the decision-making process, would it lead to acceptance of these decisions by all, while 38(21.7%) respond no. In question 10, what would non-participation of employees in decision-making lead to in

organizations, most of the respondent responded that I it would lead to feeling of autocracy in decision making. Furthermore, 159(90.9%) believe that employee participation will make feel as partners with management in the organization and have a sense of belonging while 16(9.1%) did not

believe and responded no. Finally, would involvement and empowerment of employees lead to a change in work attitudes, 158(90.3%) responded yes while 17(9.7%) responded no.

**Table 4.8 Decision Making.**

S/N	Items	SA	A	U	D	SD	Remarks
1	I have acquired interpersonal skills due to my involvement in decision making.	61 (34.9%)	67 (38.3%)	14 (8.0%)	26 (14.9%)	7 (4.0%)	Agree
2	My participation in decision making has enhanced my relation with workmates.	46 (26.3%)	82 (46.9%)	16 (9.1%)	23 (13.1%)	8 (4.6%)	Agree
3	The team work has become more effective in my organization.	56 (32.0%)	85 (48.6%)	21 (12.0%)	9 (5.1%)	4 (2.3%)	Agree
4	Team work has enhanced my collaboration with other colleagues.	73 (41.7%)	80 (45.7%)	13 (7.4%)	5 (2.9%)	4 (2.3%)	Agree

Key: SA = Strongly Agree, A = Agree, UN = Undecided, D = Disagree, SD = Strongly Disagree

Source: Field Study, 2019

The Table 3 above shows the view of the Staff of all the banks considered with regards to decision making in an organization. The total responses as shown in that table above reveals that majority of the respondents answered Agree. The analysis indicates that

majority of the respondents answered Agree and very few answered disagree or strongly disagree. This means that there is a general agreement that decision making have impact on job performance.

**Table 4. Organizational Performance**

S/N	Items	VL	L	A	H	VH	Remarks
1	How would you rate the level of public image of your organisation?	33 (18.9%)	13 (7.4%)	27 (15.4%)	55 (31.4%)	47 (26.9%)	High
2	How would you rate the level of involvement of your organization in community development?	25 (14.3%)	25 (14.3%)	23 (13.1%)	45 (25.7%)	57 (32.6%)	Very High
3	On overall how would you rate the level of performance of your organization?	24 (13.7%)	20 (11.4%)	33 (18.9%)	49 (28.0%)	49 (28.0%)	High and Very High

Key: Very low-(VL), Low-(L), Average-(A), High-(H), Very high-(VH)

Source: Field study, 2019

The Table 4 above showed the observation of the Staff of all the banks considered with regards to their organizational performance. The total responses as shown in that table above reveals that majority of the respondents responded that their organizational performance is very high. The analysis indicates that majority of the

respondents answered high and Very High. This means that there is a general observation that the banks considered in this research work has a very high organizational performance. This section will include the frequency distribution method for zenith bank, first bank, Skye bank, FCMB, and sterling bank on the dependent variable (organizational performance)

**Table 5 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.270 <sup>a</sup>	.730	.067	1.32052

a. Predictors: (Constant), Employee Involvement

**Table 6 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.666	1	23.666	13.572	.000 <sup>b</sup>
	Residual	301.671	173	1.744		
	Total	325.337	174			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Employee Involvement

**Table 7. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients	Standardized Coefficients		
		B	Std. Error	Beta	T
1	(Constant)	2.785	.207		13.486
					Sig.
					.000





Employee Involvement	.305	.083	.270	3.684	.000
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a. Dependent Variable: Organizational Performance

### Interpretation

Table 5 reveals a correlation co-efficient which is denoted by  $R=0.270$  which indicate a strong linear relationship between the dependent variable (Organizational Performance) and the independent variable (Employee Involvement), it also reveal  $R^2$  square ( $R^2$ ) which is the co-efficient of determination which is used in explaining the percentage of variation in the dependent variable that is explained by the independent variable from the model summary table  $R^2 = 0.730$  or 73% this indicate that about 73% variation in dependent variable

(Organizational Performance) is explained by the independent variable (Employee Involvement).

Table 6 shows how good the model is because it reveals the F statistics of 13.572 and a significance F of 0.000 was less than 0.05 showing that the variables were statistically significant. The unstandardized co-efficient Beta under the co-efficient table show the relevant figure for the simple linear regression indicates how a unit changes in the independent variable will affect the dependent variable and so also was Table 7.

**Table 8 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.068	1	25.068	14.443	.000 <sup>b</sup>
	Residual	300.269	173	1.736		
	Total	325.337	174			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Decision Making

**Table 9. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.754	.209		13.196	.000
	Decision Making	.324	.085	.278	3.800	.000

a. Dependent Variable: Organizational Performance

Table 8 revealed the F statistics of 14.443 and a significance F of 0.000 was less than 0.05 showing that the variables were statistically significant. The unstandardized co-efficient Beta under the co-efficient table show the relevant figure for the simple linear regression indicates how a unit changes in the independent variable will affect the dependent variable and so also was the result shown in Table 9

### Discussion of Findings

In relations to the stated objectives, data interpreted showed that there was low level of employees' involvement in decision thus, making the respondents to have a low level of sense of belongingness which will lead to low level of commitment. It was established that employee's involvement in decision making has significant impact on employee commitment. This position was corroborated

by the works of Markey, (2006) that employee's involvement in decision making has the capacity to enhance the quality of work and promotes commitment in the workplace and so also is the work of Noah, (2009) that the frequency of employee's consultation enhances organisation commitment. This result showed that employee's involvement in decision making has significant impact on employee commitment and was buttressed by the views of Richardson et al. (2004) that employees' involvement enhances organisational performance when decision-making authority was decentralized although Latham (1994) contended that the value of employee involvement on quality decision making could be ascertained on organisational performance. It was further established that employee's involvement in decision making has significant impact on organisational performance.

### **Conclusion**

The focus of the study was on employee's involvement in decision making and organisational performance using banks in Nigeria as the unit of analysis with identifiable specific objectives. It was obvious that employee's involvement in decision making can herald job satisfaction and commitment to stabilize organisational performance. However, on average employee's involvement in decision making in the unit of analysis (Banks) was considered to be low and despite this, there was a significant relationship between employee involvement in decision making and organisational performance and the relationship was positive. Therefore, it was revealed that organisation with high employee's involvement in decision making out perform organisation with low employee involvement in decision making.

### **Recommendations**

Based on the discussion of the research findings and conclusion, it is expedient to take cognizant of the emerging facts and ensure that organization are encouraged to adopt employee involvement programs in order to enhance performance, growth and competitiveness on the local and international market. Management and executive management must encourage effective flow of information to their members by organizing meetings regularly to make all employees have sense of belongingness, high morale and job satisfaction. The findings in the studies devoted to exploring the relationship between participation in decision making and Organisational performance should be taken with caution. The research work suggests a positive relationship and also demonstrate that employee involvement in decision making has effect on employee's productivity and resultantly organisational performance. Therefore, this research work recommends that participation or involving in decision making is beneficial to the organisation and can be means of improving performance in the Organisation.

Management should meet their workers regularly and also respect their views. This is called "managerial humility", that is, management giving employees the chance to air their views without fear. Management must also, at least provide level playing ground and equal opportunities to all employees regardless of racial, tribal or religious affiliations. This attitude will discourage favouritism and increase the spirit of team work and unity among employees. Employees should be aware of the importance of their participation in decision making on their performance. When general meetings are held such as staff association meetings, every employee belonging to such associations should be compelled to attend the meeting and make suggestions if any.



This will discourage situations where decisions taken will turn against a member who did not turn up for the meeting. Employees should also have all the information they require and should be properly briefed before decisions are made at general meetings. Information given to employees will assist them to have a fore knowledge of what is to be discussed at meetings and make suggestions if any.

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