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PARTICIPATORY MANAGEMENT AND EMPLOYEES COMMITMENT IN SELECTED COMMERCIAL BANKS IN BENIN CITY, EDO STATE, NIGERIA

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Abstract

The study is on the relationship between participatory management and employee commitment in selected commercial banks in Benin City, Edo State, Nigeria. Descriptive research design was adopted for the study. The population consisted all employees of the twenty-one commercial banks in operation in Nigeria licensed by Central Bank of Nigeria as at December 29, 2017. But due to the impossibility of including all the members of staff of the population, three commercial banks were purposively selected in Benin City, Edo State Nigeria. The sample size of 80 employees was determined using Krejcie & Morgan (1970) formula from a population of 101. Data was collected using a questionnaire structured on a 5-point rating scale. The data was analyzed using correlation analysis via SPSS 20.0. The findings of the study reviewed that participation in decision making. Participation in strategic planning and communication have significant impact on affective, normative and continuance commitment of employees in commercial banks in Benin City, Edo State, Nigeria respectively. The study concluded that participatory management influences employee commitment and its impact is statistically significant. It was recommended that commercial banks should make flexible rules and regulations to encourage employees to be actively involved in the decisions on aspects that affect employee's commitment.

Keywords: Participatory, decision making, commitment, employees, commercial banks.

Introduction

Organisational success in attaining goals not only function of material resources e.g. technology, money, building, equipment or

other resources but also on the successful management of people within an organisation or institution. The reason for the attention

on human capital is that an organisation needs human beings to operate on major activities. The essence of the human factor in the organisation cannot be replaced by other assets. This is especially true when it involves encouraging all staff to put in their best for the benefit of the organisation.

Many studies in management have suggested that organisations need to provide an effective management system that is able to encourage and empower their employees to achieve objectives for which the organisation was established and contribute to the success of the mission of the entire organisation (Yuki, 2001). Many individual and organisational factors determine the effectiveness of a particular management system for improved employee performance, effectiveness and productivity.

Bass (1959) as cited in Kim (2002) posits that individual managers and leaders still have a greater amount of input or the success of an organisation amidst effective management systems. Yet their contribution is a function of their capacity and experience to manage human resource within the changing business environment. The capacity to carrying out an action to a changing environment lies solely on the ability to use management styles properly that encourage employees to have positive attitudes in the directive of their leaders and their jobs and ultimately motivate them to higher commitment within a changing global market. For example, autocratic democratic or participative and laissez-faire style of leadership can be adopted by an organisation in managing human resource. The autocratic style has been criticized for devaluing the human factor for the achievement of organisational goals/objectives. In the recent times, from the various studies in management, it has been suggested that participatory management is the most successful in managing employees particularly workers under corporate structure and in enhancing subordinates to pursue higher productivity at work (Yuki, 2001).

An employee centered approach to leadership has gain more popularity on the side of horizontal organisational structure which attention is on the ability of employees to adopt an innovative solution that recognizes teamwork and collaboration (Ugwu, Ijeoma, Nnaji-Ihedinmah, 2020). It is more beneficial to organisation and employee than vertical organisational structure because employees' opinions and ideas are recognized (Hawthorne, 2020). Human relations movement in the 1920s gave birth to participatory management where employees have their right to voice out their views about their present work organisation. The need for individual democracy where employees want to participate in decision making originated participatory management.

Participatory management is a type of management style that allows subordinates share a significant level of decision-making power with their supervisors. Employees are encouraged to make decision and participate in the process of making decisions for the organisation. It refers to how employees are given the favourable circumstance to make decisions in the organisational assessments of present and unexpected problems when employees who are influenced by decision makers are given opportunity on how to provide solution to problems affecting the organisation, which in turn creates a sense of pride and encourages employees for increased productivity and organisational performance. Participatory management can be seen as ample chance to influence decisions and it is power splitting in term of structure and procession. Organisations use participatory management as a

yardstick to enhance motivation, employee morale, quality improvement and job satisfaction in the work environment.

The employment of strict hierarchical controls as a weapon for managing organization is homologous to democratic norms and ability to sustain democratic citizenship virtues, unaccommodated in organisations focusing on democracy in its social practices and governance stressing justice and fair play. The participatory management has gained recognition in the competitive situation on account of its positive role in the success of organisations in terms of strengthening human and organisational values. There is expansion of general agreement among researchers and professionals that a participative work environment can improve workers' commitment, productivity, job satisfaction and motivation (Goni-legaz & Lopez, 2017). Shared leadership, employee involvement, employee empowerment, dispersed leadership, industrial democracy, and shared leadership are other forms of participatory management.

Employee commitment can be referred to an attitude which includes a desire of the employee to be part of the organisation, a great need to act in the best interest of the organisation, a great desire to accept the values and objectives of the organisation and a strong belief to organisation. By commitment, it implies that the workers do not only remain in the workplace for a long period of time but also to be loyal to the organisation, trust the organisation and give their best efforts to grow and develop the organisation. Employees who demonstrate high level of commitment have no desire to resign from the organisation but they will ensure that better relationship with other employees and customers is built, exhibit better performance, decreased absenteeism, reduced turnover intentions, work more efficiently, more adaptable to change and being more effective (Mooday, 1988).

As is the situation for all organizations, commercial banks governance rests on the managerial capacity of its managers to coordinate and utilize employees for the advantage of the whole organisation. To attain these goals/objectives, commercial banks demand participatory management that is suitable for improving employee commitment in the context of individual and organisation. From the specified time in the past, participatory management has been viewed to attain these goals/objectives. In other organisations, it is accepted publicly that this system could be potentially of advantage in the context of banking sector (Oyo-Ita, Worlu, Udoh, 2020). However, this has not been sufficiently proved in commercial bank organisations. From specified time in the past, most research in the banking context has focused only on the organisational level or top executive performance such as directors, management staff. In addition, studies on participatory management in organisation to date has paid attention on the information obtained from line officers (Steinbeidern, Bayerl & Wuestewald, 2006) or from organisational reports in both hard and soft copies, but this sort of management technique has not been used in the commercial bank context. It is obvious that participatory management applies to banks and studies have focused on conventional banks devoid of area of participation in decision making, participation in strategic management and communication and their impact on three components of employee commitment. There is little or no investigation regarding the effect of participatory management on the performance level of ordinary employees (Angermier, Dunford, Boss, Smith & Boss, 2009) in the context of commercial banks. Additionally, existing management

studies have revealed a deficient of consistent findings (Yuki, 2001) and have not been well connected to employee commitment.

In the context of commercial banks in Nigerian, the challenge of whether employees should be given opportunity to have a say in decision making and strategic planning and other aspects connected to their commitment to their organisation is a contentious issue (Fashoyin, 2016). Some organisations in Nigeria embrace participatory management (Okiomah, 2020) but a number of management gurus have an opinion that employee participation in the activities regarding their job exist only on paper and not in reality (Banjoko, 2016). Most organisations have witnessed inadequate involvement on the part of the employees to implement strategic plan made by top management level that unavoidably has negative implications on the performance of the organisation (Tuuli & Rowlinson, 2019) and employee commitment. It has been suggested that lack of employee participation in strategic planning will result to absence of commitment, job dissatisfaction, low employee – employer relations that result in low productivity (Abdullahi & Shafiwu, 2014) with the exception of commercial banks.

Effective communication has not been given adequate support by management of organisations and this has negatively affected organisational commitment and productivity (Ugwu, Okoroji & Chukwu, 2019). In order to bridge this gap, it was the intention of the present research to evaluate the effect of the participatory management on employee commitment focusing on management staff and other employees in commercial banks in Nigeria. It is pertinent to note that this study is restricted to the organisational context of Nigerian commercial banks in Benin City, Edo State. The Nigerian commercial banks context has been selected because there is presently seems to be no research focusing on this style of management in Nigerian commercial banks. The present study contributes to filling the gap by adding to the management literature.

Objectives of the Study

The main objective of the study was on the impact of participatory management on commitment of employees in selected commercial banks in Benin City, Edo State Nigeria. The specific objectives are to:

1. investigate the impact of participation in decision making on affective commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria.
2. assess the influence of participation in strategic planning on normative commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria.
3. explore how communication affects continuance commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria.

Research Question

1. What is the impact of participation in decision making on affective commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria?
2. Does participation in strategic planning impact normative commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria?

3. Does communication affect continuance commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria?

Research Hypotheses

The following hypotheses were tested in the study:

- Ho₁: There is no significant impact of participation in decision making on affective commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria.
- Ho₂: There is no significant impact of participation in strategic planning on normative commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria.
- Ho₃: There is no significant impact of communication on continuance commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria.

Research Significance

The aim was on the contribution of participatory management in relation to the development of employee commitment in commercial banks. The research is important because very few research has been done for commercial banks working in Nigeria. Since the problem is not when an organisation wants to encourage organisational effectiveness, they try to make employee contribute to the organisation's goals and objectives, but the employee is not emotionally attached to the organisation. For this reason, it is crucial to keep workers committed to the organisation in order to achieve high performance from them.

The findings of this study will help policy makers, strategy organizers and business managers and executives understand the importance of participatory management in relation to commitment of the employees. As the findings are targeted in the direction of one sector, the sector will get knowledge on the inspiration level inside their present base of workers. The result can be adopted to increase banks' employees commitment by management.

If bank employees stay committed to the organisation, this will ultimately reflect in an increased performance, productivity and efficiency and decreased absenteeism and increased morale. This will ultimately add value to the services provided to the general public in Nigeria.

Conceptual Review

Concept of Participatory Management

Participatory management is a derivative of management philosophy and approach whereby employees at all levels of an organisation are involved in planning and decision-making to hone organisational effectiveness, commitment and productivity. Participatory management was an offshoot of the human relation movement in the 1920s, and is based on some of the principles discussed by Kurt Lewin and Rensis likert and Hawthorne Experiment that gave birth to the Hawthorne effect while group leaders still have the final decision making authority. The experiment reports that when small groups of employees believe their work environment is supportive, they work better, attached to the organisation and satisfied with their job. When participatory management is adopted, participants are encouraged to voice their views about the current environment. Participatory management crystallizes the notion of individual democracy and expresses the want-to of employee to bind into a team working together in the direction of common goals and objectives.

Participatory management is summarized as human right in the United Nations 1986 affirmation of right to progression based on a number of principles including consultative management and its implementation on job execution and the process of representation (Hamm, 2011). Participatory management is the act of allowing members of an organisation or citizens of the community to involve in organisational decision making. In other words, it is a kind of management which involves its workers of different levels to be a part of a decision making process which really empower the members of the group. Stakeholders at all levels of an organisation are involved in the analysis of problems, development of strategies and implementation of solutions.

It is adopted as an alternate to traditional vertical management structures which has indicated to be less effective as workers are given less interest in their expectations of their leader owing to a deficit of recognition of the worker's effort or views. According to Ogbo, Ugwu, Ugbam and Korfordu (2016) as identified by Rockefeller, participatory management gained popularity in the late 1910s and translated to the idiom of participatory management in the management field. "It is a democratic philosophy that respects all members of an organisation as an infinite resource able to contribute knowledge and creativity to improving its ability to survive" (Mutai, Cheruiyou & Kirni, 2015 – pp54). In its full out speak, participatory management brings together an organisational structure that is patterned for participatory management with managers who lead and manage with a participatory style.

Participatory management is the management approach when the subordinates of an enterprise fully participated in the active management and decision making processes of the organisation. Participatory management is the use of one or more techniques and methods which are designed to acquire a higher degree of employee alignment to the success of the organisation and to allow them to involve and contribute to the decision making process on issues that affect them. However, participatory management is not permissiveness. It holds employee responsible. It does not imply giving up authority. Rather authority is delegated with matching degree of accountability and responsibility. The involvement is not in trivia. Only meaningful decisions go through the participatory management process. Participatory management takes character to apply and hence it is not weakness.

Employee participation is of two categories – direct and indirect. Forming employees into quality circles, good-setting plans by individuals, delegation to others and consistently constitute direct participation while use of shop steward or selected agents of employees make up indirect participation. Forms of participation include informative participation (employees are empowered to receive information, discuss and offer suggestion or express their opinions on various issues of common economic interest; consultative participation (management of the organization, commitment within the employees on various issues of employee welfare and wellbeing. Safety and health, working conditions – but the final decision is taken by the top level and management of the organisation and the observation of the employees are taken into consideration; Associative participation – an extension of consultative participation where organisation management is morally obligated to employ and execute the unanimous decision and suggestions of the employees. Administrative participation is where the level of authority, sharing is higher. Freedom to the workers in exercising administrative and supervising power is facilitated. Decisive participation involves complete sharing of

decision making and the delegation of authority is maximum. There is joint decision making where employees morbidly participate. Participation motivates both the employees and the organisation. Employee motivation is one of the benefits of involvement. Resistance to change is reached and creates commitment to organisation's objectives. Resources are better organized. Participatory management assists in promoting an accomplishing philosophy that encourages extra ordinary effectiveness of employees and in the end influence shareholder value. Participatory in management takes tactics to achieve a more physically strong, active and competent management by splitting responsibilities between management and the resource users.

Participatory management brings together an organisational structure that is patterned for participatory management with managers who lead and manage with a participatory style.

Participation in Decision Making

Participation of employees in organisations is an essential element of effective and democratic organisation. Employees' participation in decision making is a two-way relationship between the employees and the organisation. Participation refers to democratic practices in organisation management but in practice there are different and varied definitions of decision making. Decision is the act of making up one's mind by collecting, splitting and getting meaningful ideas from different sources. Decision is an opportunity to choose or choice an individual makes after a period of discussion or thought. Decision making is the process of establishing and choosing alternative course of action in a way proper to the desire of the situation. It is something done for selecting from among several alternatives resulting to a course of action. Decision making is to make an option concerning something, particularly after a period of not knowing what to do or in manner that which ends in disagreement (Alam, 2008). In light of the above, decision making refers to a process of deciding, the act of choosing meaning that alternative courses of action must be estimated and removed by sharing. From the foregoing definitions, a situation where the head searches for opinions and recommendations of others on an issue but ultimately makes his or her own decisions is referred to participation in decision making. It is the blueprint that the manager employs to motivate participation of employees in organisational decisions but the employee do not possess the authority and influence to make these decisions.

Elele & Fields (2010) posit that participation in decision making enables the workers to involve in decisions of the organisation but the control of the decisions lies with the organisation. Participation in decision making is a creative process to give ownership of decision to the employees, finding effective options which every employee can live with. Participation in decision making is behaviour of the manager in the direction of employees by encouraging them to be engaged in decision making process (Beardwell & Claydon, 2007). Participation in decision making is adopted when workers are engaged in decisions about how the job is done, the way job performance is determined and what organisational goals, objectives and policies are set.

Participation in decision making is deemed to lead to better decisions and strategies, bring down to disagreement, enhance enforcement in organisation. It is daily preoccupation of commercial bank managers particularly those concerned with addressing employee productivity. This decision making may be intricate involving a number of individuals, training, real input and

knowledge in all likelihood in an organisational setting like bank. Decision making in the banking sector needs a huge amount of training of employees and for improved productivity, gathering of information and knowledge based on the part of the manager. This makes participation in decision making very significant in application of management of banks. It has been suggested that participation in decision making is an action of expressing presented norms for exhibiting social equality principles, different from the traditional opinion of representative command and control management (Stirling, 2006).

By involving employees in decision making and implementation in organization, self-esteem, morale motivation, commitment, satisfaction of employee are guaranteed for productivity (Gumage & Pang, 2003). From the specification in the past, issues are discussed openly among employees having varying and interwoven opinions involve in participative organisations.

Therefore a better decision and greater efficiency are got hold of in organisation. With participation in decision making, managers cannot easily influence employees and additional resources become effectual to the organisation. For instance, in favour of teachers' involvement in decision making, Tyree (1969) argue that:

"if we accept the tenet that in a democracy those who are affected by decision should participate in making decision, the demands of the professional staff from a significant part in the decision making process in the school system. The days of the head teachers' paternalism are fast come to an end and in a democracy, the school, like the government is of the people and by the people (pg 35)".

In opposition to the moral conviction that participation in decision making is beneficial to an organisation making decision via participatory procedure can give birth to absence of accountability, presence of social pressure, discouragement of goals (Handy, 1993) and exert an overwhelming guiding influence by a spoken few.

Participation in Strategic Planning

Strategic planning has been adopted by public or private organisations as an important avenue which can be used to achieve effective organisation performance. Since it is recognized as the first step in strategic management process, strategic planning sets the foundation for the other phases in this process. Participation in strategic planning is a structured process that uses practical techniques to allow high energized productive, inclusive, reliable, flexible and meaningful participation when moulding or conceiving organisational change. The distinctiveness of this approach is that it involves components of traditional planning (long term, project and operation) with a functional and working together. Participatory process is to help an organisation make choices related to its total organisational purpose. Participation in strategic planning moves a group from its vision to agreed upon actions.

Employee participation in the decision making process of the organisation enlist their commitment and wish to contribute to the accomplishment of the corporate goals (Summers & Hymen, 2005). By welcoming employee participation, it is advocated that the employee benefit from the opportunity to capture and contributing knowledge and experience of employees. Participation in strategic planning enable employees have opportunities to know and take part in patterning the most efficient way(s) of organizing

their work, resulting in improved productivity (Cooke, 1994). Bryson and Millward (1997) add to this opinion by stressing that management has an opportunity of benefiting from the addition of valuable information about work tasks and ability to evaluate employee talents in decision making process. Getting employees involved in strategic decision making create an environment that encourages listening and splitting of a variety of observations and opinion between a decision is made and direction to be followed. Quality of decision is improved by blending employee values, alternatives and information into decision. Florida and Grodnyet opine that employee participation in strategic planning stimulates minds of people, strengthening mental work which at the end gives rise to improved productivity. Participation tend to make employees react more positively than those who feel that change initiatives are being forced upon them (Hooper & Porter, 2000). Therefore, involving employees in strategic planning process wins their hearts, minds and commitment that consequently release their potential for improved performance.

Strategic planning focused at the top level management produced an unworkable solution which generally lead to a feature known as "paralysis by analysis". Plans made at the head office lose strength and become weak, remained unimplemented. A participatory process assign crucial roles to both the corporate office and the strategic business units (SBU) (Ansoff & McDonne, 1990).

Communication

A simple linear definition of communication is the transfer of information from one individual to another. It involve a source of sender, message, medium and a target receiver or audience (Hoogervorst, Van der Flier & Koopman, 2004). The message in the presence of distraction or noise shows that the intended message is thrown into confusion or disorder in some way. In actuality communication is complicated and refers to the process by which individuals interactively create sustenance and manage meaning. It is the transmission of ideas, views, thoughts and information in which individuals agree with their thoughts and feeling or exchange information (Quick as cited in Umoren & Agguirubi, 2017). Participatory communication has been brought up in several sources in relation with terms- two-way, feedback, consultative, dialogical, symmetric, constructive and input. Otoo (2015) posits that communication is required to occur in every organisation where information is channeled from one employee to another, by making use of both verbal and non-verbal methods. All organisations use communication in everyday activities in communicating between supervisors and subordinates including staff both formally and informally amidst challenges. Communication medium commonly utilized in organisation includes one-on-one, memos, mobiles, grapevine and e-mail. Communication practices and information sharing between management and employees can constitute an important component in the creation of an environment of confidence and trust. They can be relevant to the practice of genuine collaboration and the development of significant participation. Communication is required as needed for effective decision-making and build employee confidence in the management system.

Employee Commitment

Employee commitment is the fortitude of alignment and involvement of an individual in an organisation. Commitment is the union worker experience with his/her organisation. In a broad term, an employee who is committed to his/her organisation thinks

that he or she **matches in and** thinks he/she understands the goals and objectives of the organisation. Employee commitment is the degree of intensity with which an employee matches with his or her organisation.

Commitment is a situation where an employee is consistent with organisation as well as the goals and wishes to maintain his membership within organisation. It is defined as the state in which employee perceive loyalty with his/her individual organization, identified himself/herself with organisational goals and objective (Lambert, Hogen & Griffin, 2002). Employee commitment is a phiridamental commitment where an employee belief psychologically attached to an organisation. It also refers to an alignment of an employee with and involvement in a particular organisation (Douglas 2010). This commitment is characterized by a derf believe in and acceptance of the goals and values of the organisation, a desire to exert greater effort on believed of the organisation and a derf intension to maintain relationship with organisation. If this relationship is positive then it nurtures level of individual and professional satisfaction and improves productivity. According to Ongori (2007) employee commitment is seen as an effective response to the entire organisation and the extent of attachment or loyalty employees think in the direction of the organisation.

Commitment can be acquired from several levels of organisation including employees who directly participated and that participation in work which enhance performance. Commitment effect on organisation is based on the assumption that committed employees are more readily to attain organisational goals and objectives than non-committed employees. Workers with high commitment will have immense contribution to the organisation, deed better, involve in organisational citizenship behaviour and lessen participation in damaging or unproductive behaviour and more likely to engage in deconstructive aand constructive behaviour and show high productivity and more proactive in aiding the organisation.

Somayyeh, Moshen & Zahed (2013) posit that employee commitment assists managers in programming, enhancing job performance and in bringing down rate of occurrence of absenteeism from duty, offers a background for improvement and expand the organisation. On the contrary, non-committed employees exhibit disinterestedness in the direction of the goals and overall success of the organisation. Gemlike, Sisman & Sigri (2010) suggest that commitment has also often shown opposite relationship between commitment and turnover intention as well as a positive relationship between commitment and regular employee's attendance. Commitment is classified into three forms – Affective commitment, Normative commitment and Continuance commitment.

Affective Commitment

It is defined as the emotional attachment of an employee to identification with and/or involvement in the organisation. It is a positive emotional attachment that he or she feels for the organisation on account that they regard their values and goals to be congruous with those of the organisation. Affective commitment means that employees are derfly aligned with the goals of the organisation and wish a sense of belonging to the organisation. These employees are committed to the organisation because they actually think the organisation has a meaningful deal of personal meaning to them. The concept of affective commitment

is based on the notion that strongly committed employees align with, participated in decision making and think as if the problems of the organisational are their problems; and according to Mishra, Mishra & Lee (2015), prevent turnover and its related costs to the organisation – cost of recruitment and training of new workers for replacement of those who exited as well as the lost training and knowledge that is attached to those workers who left.

Normative Commitment

This is the commitment employees consider morally right to remain in the organisation irrespective of the satisfaction derived from the organisation over time.

Meyer & Allen (1991) view it as a feeling of duty to continue employment. These feelings may come from different sources- for example, the university may have invested resources training a lecturer who then feel morally bound to put more effort on the job and remain with the university to “pay back the debt”. An internalized norm birthed before the worker was employed via family or other social processes may require employees to exhibit loyalty to the organisation. Based on group norm, an employee will not resign from the organisation but contribute to an organisation. Thus, normative commitment is the intention of the employee to remain or resign from the organisation even though he/she may be controlled by factors like availability of opportunities elsewhere and normative pressure to stay on the job.

Continuance Commitment

In their effort to define continuance commitment, Meyer & Allen (1991) note the collective effect of the employee's feeling or estimating costs and risks associated with disengaging himself from the present workplace. Continuance commitment is instrumental alignment to the organisation based on when economic benefit an employee would gain after his or her association evaluation. In other words, it assess whether the costs of detachment are greater than the costs of remaining in the organisation.

Obeng & Ugboro (2003) posit that continuance commitment is the willingness to stay in an organisation due to the investment the workers has with “non-transferable” investment – relationship with other workers, retirement benefits and other things that are unique to the organisation. Continuance commitment comes from the malefits that an employee will experience when he withdraws himself from the organisation. High cost of withdrawing from the organisation such as social cost (loosing friendship with co-employees), economic losses (pension accrual can make employees align with the organisation). The cost perceptions for withdrawing from an organisation trigger the commitment of members to remain in the organisation.

Theoretical Review

A theoretical review refers to the theory which a researcher picks to guide him or her in his or her study (Cooper & Schindler, 2014). In this research, the theoretical review will make up of theories that demonstrate the role of participatory management on employee commitment in commercial banks using two predominant feature of participation and employee commitment. The two theories are theory X and theory Y (McGregor, 1960) and theory Z (Ouchi, 1973).

McGregor felt that managers' fundamental beliefs have a dominant influence on the way that organisations are managed. Assumptions

of managers about the behaviour of individuals are central to this. These assumptions fall into two broad groups – Theory X and Theory Y which describe the opinions of people at work and two opposing management styles. McGregor suggested that leader directed by theory X functions under a collection of assumptions which he describes as the traditional view of direction and control, and advocated that the average person has an inherent dislike of work and if possible, will avoid it, desired to be coerced, directed, controlled and threatened with punishment to get them work towards the achievement of organisational goals and objectives, avoid accountability, lack ambition and above all wants security. Theory X management style needs close, firm supervision with clear specified tasks and the threat of coercion or the provision of greater pay as motivating factors. These assumptions led McGregor to arrive at a conclusion that a manager under theory X assumptions adopts autocratic controls which can result in resentment and mistrust from employees. He acknowledges the “Carrot & stick” approaches can have a place but will not work when the needs of employees are principally social and egoistic.

The assumption that objective of a manager is to persuade employees to be docile to do which they are told in exchange for reward or escape from punishment was seen as “flow and in need of re-evaluation”. Based on these encumbrances, McGregor (1960) advocated a varying range of managerial assumptions called the Theory Y management style. McGregor suggested that leaders under theory Y assumptions integrate individual and organisational goals. Theory Y leaders assume that the average person does not inherently dislike work. Work may be a source of satisfaction or a source of punishment depending on controllable conditions. Leaders who practice Theory Y also believe that external control and the threat of punishment are not the only means that bring about effort towards organisational goals and objectives since employees will exercise self control and self-direction in the service of objectives to which they are attached/committed to. Objective is a function of the rewards, associated with their achievement. Leaders want to provide proper conditions while employees learn but not to accept but to seek responsibly. Theory Y leader stresses that inherent human characteristics are not in form of lack of ambition, avoidance of responsibility and emphasis on security, but are consequences of experience. The capacity to exercise a high degree of ingenuity, creativity and imagination in the solution of organisational problems widely but not generally distributed in the population Theory Y management style argues that the intellectual potentialities of the average person are only incompletely utilized under the conditions of modern industrial life. Consequently, Theory Y leadership emphasizes on the existence of cooperative relationships between managers and workers, creating working environment in which the personal objectives and needs of employees can relate to and harmonize with the objectives of the organisation. However, organisations under Theory Y assumptions cannot succeed because some sense of direction and structure are required.

Responsibility, commitment and ownership are three of the major facets of empowerment; the encouragement for employee to be fully exercised in the solution of organisational problems central to action learning, knowledge exploitation, strategic thinking and total quality management (TQM). Indeed, work as a source of satisfaction means accepting that employees need to know not just what or how, but only, the employment of significant objectives is one of the keys to self-motivation. Peter Drucker contended that the contrast between Theory X and Theory Y is “largely a sham

battle” because employees behave in a reactive way and indeed the situation are job requirements frequently command the best approach.

Despite these criticisms, the important aspect of Theory Y to this study is that it facilitates employees engagement as managers who adopt it prefer to put employees at the centre of activities as well as strengthen relationships. Theory Y is not a remedy to cure all ills. Rather than persuading managers to abandon the limiting assumptions of Theory X, they should use the techniques suggested by Theory Y.

Theory Z

Before McGregor died, he began to develop a further theory which addressed the criticisms leveled against theories X and Y - that they were mutually incompatible. The ideas he proposed as part of the theory includes lifetime employment, concern for workers (both within and without the working environments), decisions by consensus and commitment to quality. He tentatively called it Theory Z. On the basis of assumptions of Theory Y, McGregor (1960) advocated a varying range of managerial assumptions called the Theory Z leadership style. The work on Theory Z by McGregor was not completely forgotten. During the 1970s, William Ouchi began to expand its principles by comparing and contrasting Japanese (Type J) and American (Type A) organisations. Type A organisations tended to provide short-term employment, specialized careers (with rapid promotion) and individual decision making while responsibilities centred on. Type J organisations reflected the ethos of Japanese society – collectivism and stability rather than individuality. Those American organisations which shared Type J features (and in fact had more in common with Type J firms) were described as Type Z organisations.

Theory Z organisations facilitate a participatory and engagement management style and support self-direction, self-control and employee contribution to organisational performance. Leaders under the canopy of Theory Z assumptions assume that employees are dedicated to their job and have the opportunity to search for job-related problems (Hindle 2018). Leaders who adopt Theory Z also assume that employees are naturally driven to work and that leaders want to delegate authority and power-driven the chain of command. Autocracy is given to employees and work is frequently designed to enable employees with the ability to be creative and innovative. Theory Z managers frequently structure the organisational environment in such a way that personal goals and objectives are connected to general goals and objectives giving birth to increased efficiency and creativity. In consequence, managements of Theory Z organisations emphasis on the existence of relationships that promote management and employee relationship, establishing a conducive work environment that fosters dedication and commitment to organisation and motivate workers to practice ingenuity, initiative, self-direction and self-control. This is because Theory Z managers feel that a derf sense of commitment motivates employees. Workers will always look for opportunities for taking responsibility and they will learn more about the organisation. Following Parashar (2016) view, Theory X managers feel that workers learn the business via long-term employment and by making it possible for him/her to have “lifetime employment”. As noted by Russ (2011 p. 834) “Theory Z emphasizes the importance of adopting an organisational culture associated with trust, freedom, and collaboration by addressing employees individual needs, personalities and goals. However, Theory Z is a Japanese management style and is middle-of-the-

road position. It stresses on total socialization of employees to attain individual and group goals. Theory Z is not much useful and relevant for countries other than Japan- owing to its unique features. Despite these observations, the important of Theory Z to this study is that it emphasizes consensus decision making. Part of the motivation comes from the employees' sense of contributing to and helping other workers. Employees appear to remain committed and loyal when they can contribute to decision making. When group decision making is adopted, many organisational problems ceased to exist. Theory Z promotes and sustains participative decision-making arrangement in a proficient and profitable way as it ensures a high level of dedications and commitment from the workers. The theory was seen as a model of progress management in 1980 but fortunately cloths well as a source of management ideas in 2004 as it has helped to open the corporate door for participatory management. Participation by various nerves include worker empowerment, collective management, worker involvement, open book administration, industrialized equality, discrete management, participatory decision making. The basic conception requires any power sharing engagements in which place of work decision s are allocated among employees who are not equal in hierarchical levels.

Empirical Review

Empirical study is study using empirical evidence. It is a way of obtaining knowledge by means of direct and indirect experience or observation. Empirical studies can also be described as the collection and analysis of primary data based on direct experience or observation.

Daniel (2016) investigated the extent to which formal and informal communication relates with affective and continuance commitment of employees in oil and gas companies in Nigeria. Cross-sectional survey was adopted. The population consisted of three oil and gas companies in Rivers State with a staff strength of 5881. Questionnaire was research instrument. Spearman rank order correlation was used for data analysis. The study results revealed a significant relationship between formal communication and affective commitment and continuance commitment

Ngugen, Ngugen, Phan, Tran & Vu (2020) investigated the impact of participation in decision making, perceived organisational support on affective commitment in Michenery enterprises. Convenience sampling method was used to select 220 employees. Questionnaire was the main research instrument. Structural equation modeling was applied to test the research hypothesis. The study results revealed that participatory decision making and perceived organisational support positively impact affective commitment.

Jahan, Huynh & Mass (2022) determined the effect of organisational culture on the commitment of officers in the Bangladesh Civil Service (BCS, Administration) Centre. The objective of the study was to determine the relationship between four organisational cultural characteristics and three components of commitment model. Data was collected through a survey from 211 respondents. The research findings revealed that only normative commitment was strongly influenced by involvement of employees in decision making.

Elele & Fields (2010) examine the relationship between participation in decision making and the organisational commitment of Nigeria and American employees working in the public sector environment. The objective of this study was on the

extent to which cultural differences or similarities between Nigeria and the USA impact this relationship. The measurement equivalence across both American and Nigerian sub-samples for scales valuation levels of participation decision making and organisational commitments were examined. The weights for measures of actual and desired participation decision making and the weight for items measuring organisational commission were used to test three hypotheses. Results of findings revealed that both actual participation in decision making and actual versus desired levels of participation decision making were related differently to the affective, and continuance commitment of Nigerian workers compared to American workers. For Nigerian employees, neither measure of participation was related to continuance commitment. For Americans, only active levels of participation were negatively related to continuance commitment.

Abdulkadir, Isiaka & Adedoyin (2012) study the effect of human resources management practices on employee job commitment in the Nigeria banking sector. Fourteen banks were surveyed and regression analysis, correlation analysis and G-test were applied in testing the hypotheses. Results showed that performance appraisal system, career planning system and employee participation significantly influence employee job commitment and the level of organisational commitment of employees in the Nigerian banking sector is low.

Arasa, Aosa & Machuki (2011) examine the influence of employee participation on the expected relationship between strategic planning and strategic planning outcomes. A survey of firms with the insurance sector of Kenya was done. The population of the study consisted of all insured firms in Kenya. Structured questionnaire was used to collect data. Pearson's product correlation coefficient(s) and Partial correlation were utilized in testing the hypotheses. Study findings showed that employee participation does influence the strength of the significant relationship between strategic planning and strategic planning outcomes.

Shagholi, Hussin, Suraj, Naimie, Assadzadeh, & Moayedi (2010) investigate the relationship between participatory management and organisational commitment as multi-dimensional phenomenon among female government high schools in Mashbad, Iran. The study adopted descriptive correlational design. The population consisted fifteen components of participatory management and nine of organisational commitment at the same time. Data was gathered from sample of 903 female teachers. The result indicated that a positive correlation exists between participatory management and organisational commitment.

Sanad and Anitha, S. (2021) examined the relationship between participative decision making and organisational commitment among employees of mobile telecom companies in Yamen. The study was descriptive and analytical. The population comprises all the workers of the four mobile telecom companies in Sanaha Yamen. One hundred and twenty copies of questionnaire were used for data collection. Regression analysis and correlation coefficients were used, Data was analyzed with the aid of SPSS. The study findings revealed that there was a significant positive relationship between participative decision making and affective commitment, normative commitment and continuance commitment.

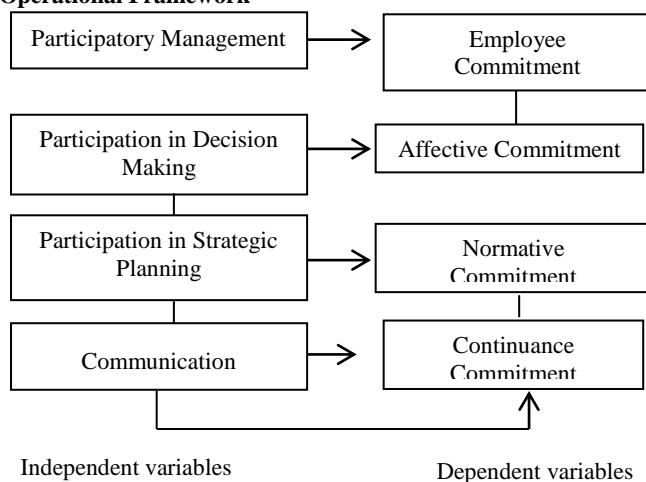
Njuguna, Muli, Wainaina (2021) assesse mediating influence of employees commitment on participation management and employee performance in water service providers in Murianga

country, Kenya. The study employed an exploratory research design. A sample of 206 employees was selected from five water service providers. Questionnaire was used in collecting data and analyzed with the aid of descriptive and inferential statistics. The study results indicate that participatory management through consultative management, quality circles, participation and delegation significantly affects performance of employees. It also revealed that participatory management composite significantly predicts employee commitment.

Kim (2002) carried out a study on the relationship between employees' perception input in strategic plan, knowledge of the strategic plan, role clarity in strategic planning and satisfaction in local government agencies. Survey research design was adopted. The questionnaire was used for data collection. Multiple regression analysis was used in analysis of data. The results showed that employees who feel they have input in a strategic plan development expressed higher level of job satisfaction than others who did not.

Daniel & Eze (2016) examine the impact of formal and informal communication on affective and continuance commitment in Shell Petroleum Development Company, Nigeria Agip Oil Company and Nigeria Liquefies Natural Gas. The cross-sectional survey was adopted in the study. Spearman rank order correlation was used for data analysis. The study findings revealed significant relationship between firm and internal commitment, affective commitment and continuance commitment.

Operational Framework



Source: Researchers' concept

The above figure illustrates the hypotheses formulated for this study. Three independent variables are used- participation in decision making, participatory in strategic planning, and communication and how they depend and influence the dependent variables- affective commitment, normative commitment and continuance commitment. The three hypotheses stated previously are formulated keeping this in mind and results are interpreted accordingly.

Research Design

There are two routes through which knowledge can be created, i.e. positivism and phenomenology (Hunt, 1991). Positivism approach was adopted in this study. The study adopted descriptive survey research to examine the relationship between participatory management and employee commitment in selected banks in Benin City, Edo State Nigeria. This is because it attempts to gather data

from members of a population in order to examine the current status of that population in respect to one more variables. Additionally, this type of design is deemed fit because the researchers was to obtain data and report the way the situation is without manipulating any variable as explained by Consuelo (2010).

Population of the Study

The population of this study comprises staff of the twenty-one (21) commercial banks in operation in Nigeria licensed by Central Bank of Nigeria as at December 29, 2017 are as follows:. The staff comprising this population are expected to have adequate knowledge of the issue related to policies put in place by the bank with the shape of participatory management. The banks in operation in Nigeria licensed by Central Bank of Nigeria as at December 29, 2017 are as follows: First Bank Plc, Union Bank Plc, Zenith Bank Plc, Fidelity Bank Plc, Guarantee Trust Bank Plc, Unity Bank Plc, Wema Bank Plc, United Bank of Africa Plc, Access Bank Plc, First City Monument Bank Plc, Diamond Bank Plc, Stanbic IBTC, Sky Bank Plc, Citibank Nigeria Ltd, Heritage Bank Ltd, Suntrust Bank Nigeria Ltd, Standard Chartered Bank Ltd, Sterling Bank Plc, Keystone Bank Ltd, Eco Bank Plc and Providus Bank Plc. The impossibility of including all the members of staff of the population makes sampling imperative, as a result, the researchers purposively selected commercial banks in Benin City, Edo State, Nigeria. Purposive (judgemental) non-probability sampling technique was used in the selection of commercial banks because it enables the researchers to use discretion or intuition in selecting the commercial banks that represent the entire population. The banks include two (2) old generation banks- First Bank Plc and Union Bank Plc and one (1) new generation bank – Zenith Bank Nigeria Plc in Benin City metropolis, Edo State. These banks are classified as old generation and new generation as to when it comes into life. The population of these three banks is 101 management staff and general employees in total.

Table below represents the study population component of 101 employees in the following banks were represented in the survey. First Banks of Nigeria Plc, Union Bank of Nigeria Plc, and Zenith Bank of Nigeria Plc.

Table 1: Population Distribution table.

S/N	Bank Name	Number of Branches	Population
1	First Bank of Nigeria Plc	16	47
2	Union Bank of Nigeria Plc	6	22
3	Zenith Bank of Nigeria Plc	9	32
	Total	31	101

Source: Field work, 2023

Sample Size Determination

The main factor to consider in determining the sample size is the need to keep the sample size manageable enough.

Using Krejcie and Morgan (1970) sample size determination formula:

$$S = \frac{X^2 NP(1 - P)}{d^2(N - 1) + x^2 P(1 - P)}$$

Where

S = Sample Size

X² = Table value of chi-square for 1 degree of freedom at 0.05% confidence level (3.84)

N = Population Size (101)

P = Population Proportion (0.5)

d = Degree of accuracy expressed as a proportion (0.05)

$$S = \frac{3.84(101)(0.5)(1 - 0.5)}{(0.05)^2(101 - 1) + (3.84)(0.5)(1 - 0.5)}$$

S = 80

The selected banks were proportionately sampled respectively owing to the differential number of staff in each sample size of the stratum :Kumaran(1976) formula was adopted. The formula is stated as follows:

$$n = \frac{n_e N_i}{N}$$

Where: n =number of respondents from each bank

N_s = total number of sample size

N_i = number of stakeholders in each bank

N = population of the study

Table 2: Sample size distribution among selected commercial banks

S/N	Bank	Population	Sample Size
1	First Bank	47	$\frac{80 \times 47}{101} = 37.22$
2	Union Bank	22	$\frac{80 \times 22}{101} = 17.43$
3	Zenith Bank	32	$\frac{80 \times 32}{101} = 25.35$
	Total	101	80

Sampling Frame

A sampling frame is a list of sampling units for a study (Mugenda & Mugenta, 2012). The sample frame for this research consists of a list of all employees of selected commercial banks in Benin City.

Method of Data Collection

A questionnaire was used as the main tool of study. The questionnaire was divided into two sections. The first section took into account demographic characteristics of the respondents while the other section contains statements related to variables of the study, including independent variable (participatory management dimensions/participation in decision making, participation in strategic planning, communication) and dependent variable (employee commitment/affective commitment, normative commitment, continuance commitment). The questionnaire contained 36 items of close-ended questions (with six items for each variable) based on 5-point likert scale: strongly agree (5) agree (4), neutral (3), disagree (2), and strongly disagree (1).

Validity

The copies of questionnaire were validated by experts in areas of business administration, management and evaluation who evaluated them in terms of their bearing to the subject matter, their scope of the content areas, the suitability of language usage and lucidity of aim, thereby giving the copies of questionnaire content validity. Corrections of errors and ambiguous statements identified by the experts were effected and modified respectively which further improve the suitability of the questionnaire for the study.

Reliability of a measure shows the extent to which it is error free (bias) hence ensuring consistent measurement across time and the various items in the instrument. Test of reliability was carried out to check on the internal consistency of data measurement instrument. Cronbach's alpha was adopted to measure this reliability. Alpha value ranges from 0 to 1.00. A larger value shows that items are exploiting a common domain, thus high consistency. Alpha values of between 0.80 and 1.00 are regarded reliable, values of between 0.50 are regarded less reliable and thus unacceptable (Sekaran, 2003). The computed Cronbach's alpha for all the variables for group item fall above 0.50 with the coefficient for all the items showing very high reliability

Table 3: Reliability of Instrument

Variable	No. of Items	Cronbach's Alpha
Participation in Decision Making	6	0.984
Participation in Strategic Planning	6	0.982
Communication	6	0.993
Affective commitment	6	0.988
Normative Commitment	6	0.983
Continuance Commitment	6	0.971

Method of Data Analysis

Data was analyzed through the statistical package for Social Sciences (SPSS) version 20. The data was analyzed using both descriptive and inferential statistical methods. The analysis of descriptive statistics were used to indicate demographic data mainly utilized to summarize the data in form of tables. Percentage and frequency were included. The hypotheses for the study were tested using correlation analysis. The significant threshold was chosen at 5% (0.05) significance.

Data Presentation and Analysis of Results

Table 4: Distribution of Copies of Questionnaire

Items	Responses	Percentage
No. of questionnaire Retrieved	80	80
No of questionnaire not t retrieved	-	-
Total	80	100%

Source: Field survey, 2023

Table 4 above shows that out of 100 copies of questionnaire distributed to the respondents in selected banks, 80 copies were retrieved. This represents 80% rate of return.

Table 5: Socio-demographic Characteristics of the Respondents

Characteristics	Frequency	Percentage
Sex: Male	54	67.5
Female	26	32.5
Total	80	100%
Age: 20yrs and below	-	-
21 – 30 yrs	31	38.8
31 – 40yrs	39	48.8
41 – 50yrs	8	10
51 yrs and above	2	2.6
Total	80	100%
Marital Status:		
Single	20	28
Married	57	70
Widowed	1	1.3
Divorced	2	3.4
Total	80	100%
Academic Qualification:		
WASC/GCE/SSC	19	23.8
ND/NCE	5	6.2
HND/B.SC	35	43.8
Master & above	12	19
Professional qualification	9	11.2
Total	80	100%
Working Experience:		
1 – 10yrs	9	11.25
11 – 20yrs	21	26.25
21 – 30yrs	30	37.5
31 – 35yrs	20	25
Total	80	100%

Types of Employment:		
Casual		
Contract	14	17.5
Temporary	20	25
Permanent	18	22.5
Total	28	35
	80	100

Source: Field Survey, 2023

The analysis commenced with the socio-demographic characteristics of the respondents which include sex, age, marital status, educational qualification, working experience and type of employment. The analysis in table 5 indicated that out of the 80 respondents, 45 were male and 26 were females representing 67.5% and 32.5% respectively. In addition, out of the 80 respondents, 31 employees representing 38.8% were between 21-30 years, 39 representing 44.8% were between 31-40 years, 8 respondents representing 10% were between 41-50 years while 2 respondents representing 2.6% were between 51 years and above. In term of marital status, table 5 shows that 29% were single, 70% were married, 11.3% were widowed while 3.4% were divorced. In area of academic qualification, 62% of the respondents were ND/NCE holders, 43.8% are HND/B.Sc holders and 15% hold Master degree and other higher degree while 11.2% hold professional qualification. This is a good indicator that the sample would facilitate the efficiency and effectiveness of the study. For years of working experience, the results show that staff who have worked between 1-10 years are 9(11.25%) those who have worked between 11-20 years are 21(26.28%), while those between 21-30 years are 30(37.5%). Those who have worked between 31-35 years are 20(25%) persons. The analysis shows that a larger proportion of the workers have sufficient experience in the organisation. This implies that the respondents understood the decision making of the organisation and hence are suitable for the study. Also, the table revealed that 14 respondents representing 17.5% are casual workers, 20(25%) are on contract, 18(22.5%) are temporary while those permanent workers are 28(35%).

Table 6: Participation in Decision Making Descriptive Results

S/N	Items	SA	A	UN	D	SD	Mean	%	SD
1	I think management solicits the opinion of employees in assessing discussion	31	26	3	12	8	3.75	17.04	1.36
2	Decisions are made in accordance with the goals of the organization	30	22	6	15	7	3.66	16.64	1.37
3	I feel information is gathered before decisions are taken	28	24	5	13	10	3.59	16.30	1.42
4	There is effective communication at all levels	31	29	4	9	7	3.85	17.49	1.28
5	Consultations and consensus are used when making decisions whereby dialogue and any other aspects are used	29	25	6	11	9	3.68	16.70	1.37
6	Coordination and cooperation among employees are facilitated	26	22	8	13	11	3.49	15.84	1.26

Source: Field Survey, 2023

For employee participation in decision making in the organization using the percentage mean response as shown in table 6 above, 17.04 per cent and 16.64 per cent respectively agreed that management solicits the opinion of employees in assessing discussions and decisions are made in accordance with the goals of the organization. 16.30 per cent and 17.49 per cent respectively of the total mean response believed that in their organization information is gathered before decisions are taken and this made it clear that there is effective communication at all levels. More so, 16.70 per cent were of the view that consultations and consensus are used when making decisions whereby dialogue and any other aspects are used which portray a clear coordination and cooperation among employees

Table7: Participation in Strategic Planning Descriptive Results

S/N	Items	SA	A	UN	D	SD	Mean	%	SD
1	Employees are creative and innovative during process of strategic planning	28	24	5	13	10	3.59	16.61	1.42
2	Plans made are geared in the direction of suitable allocation of resources	26	21	7	15	11	3.45	15.97	1.45
3	Strategic planning is done in accordance with the mission of the organization	31	26	4	11	8	3.76	17.42	1.35
4	Professionals or experts are assigned to individual area of core competence	33	22	5	13	7	3.76	17.42	1.36
5	Employees are involved in conscious and discipline methods that provide critical decisions and activities that contributes and direct where an organization does and why.	25	20	8	16	11	3.40	15.74	1.45
6	Comprehensive strategic planning framework is adopted in the organization	28	25	6	12	9	3.64	16.84	1.34

Source: Field Survey, 2023

The results in table 7 above depict that 16.61 per cent and 15.97 per cent respectively of the total mean response agreed that employees are creative and innovative during process of strategic planning through which Plans made are geared in the direction of suitable allocation of resources. Most of the respondents believed that in their organization strategic planning is done in accordance with the mission of the organization such that professionals or experts are assigned to individual areas of core competence which amount to 17.42 per cent respectively of the total mean response. However, 15.74 per cent and 16.84 per cent of total respondents agreed that employees are involved in conscious and discipline methods that provide critical decisions and activities that contribute and direct where an organization is does and why as well as adopting a comprehensive strategic planning framework in the organization respectively

Table 8: Communication Descriptive Results

S/N	Statement	SA	A	UN	D	SD	Mean	%	SD
1	I believed that managements have an effective feedback mechanism	30	26	5	11	8	3.74	17.17	1.35
2	I feel there is a clear communication of information	29	23	4	16	8	3.61	16.60	1.4
3	There is a direct communication between managements and employee	26	22	7	15	10	3.49	16.03	1.48
4	Environment of trust and confidence is created between unions and managements as well as employee and managements	32	20	5	12	11	3.63	16.66	1.47
5	Inter-departmental meetings create communication between supervisors and subordinates	28	24	6	13	9	3.61	16.60	1.39
6	Face to face communication is the effective medium of communication	31	22	5	15	7	3.69	16.94	1.27

Source: Field Survey, 2023

To ascertain whether or not there is a clear communication behavior between managements and subordinates, table 8 above shows that 17.17 per cent and 16.60 per cent of the total respondents believed that managements have an effective feedback mechanism as well as having a strong feeling and that there is a clear communication of information in the organization respectively. 16.03 per cent and 16.66 per cent of the total respondents agreed that there is a direct communication between managements and employees and also environment of trust and confidence is created between unions and managements as well as employee and managements respectively. In addition, 16.60 per cent and 16.94 per cent respectively were of the view that Inter-departmental meetings create communication between supervisors and subordinates and that face to face communication is the effective medium of communication.

Table 9: Affective Commitment Descriptive Results

S/N	Items	SA	A	UN	D	SD	Mean	%	SD
1	I actually think if the problem of the organization are mine	33	24	4	12	7	3.80	17.39	1.35
2	I believe I am emotionally attached to the organization	29	26	6	10	9	3.70	16.93	1.36
3	I think a sense of belonging to the organization	26	24	5	15	10	3.51	16.08	1.42
4	I will be joyful to spend the rest of my career with the organization	31	28	3	13	5	3.84	17.56	1.27
5	I do not actually believe part of a family as my organization	23	22	8	16	11	3.38	15.45	1.42
6	The organization has a significant deal of personal meaning to me	28	25	6	11	10	3.63	16.59	1.33

Source: Field Survey, 2023

Information concerning affective commitment statement in the table 9 above using the mean percentage response depicts that 17.39 and 16.93 per cent response of the total mean response believe that the problem of the organization are theirs and they are emotionally attached to the organization respectively. Also, 16.08 per cent and 17.56 per cent of the respondents were of the view that they think a sense of belonging to the organization but they will be joyful to spend the rest of their career with the organization when a conducive atmosphere is made available respectively. 15.45 percent and 16.59 per cent of the total respondents actually believe that part of a family as organization but the organization has a significant deal of personal meaning to them respectively.

Table 10: Normative Commitment Description Results

S/N	Items	SA	A	UN	D	SD	Mean	%	SD
1	I will think guilty if I leave the organization right now	30	27	5	11	7	3.78	17.26	1.31
2	I owe a significant deal to my organization	29	22	7	13	9	3.61	16.51	1.4
3	My loyalty is deserved by the organization	24	21	7	16	12	3.36	15.37	1.46
4	I will not quit the organization at present	33	23	5	10	9	3.76	17.20	1.39
5	I do not think it is right to quit the organization	35	25	3	12	5	3.91	17.89	1.28
6	I do not behave any obligation to remain with the organization	25	21	9	15	10	3.45	15.77	1.13

Source: Field Survey, 2023

In response to normative commitment statement in table 10 above, the mean percentage response reveals that 17.26 per cent of the total respondents agreed that they will think guilty if they leave the organization at present, 16.51 per cent were of the view that they owe the organization a significant deal. 15.37 per cent and 17.20 per cent of total respondents respectively believed that their loyalty is deserved by the organization and they will not quit the organization at present. 17.89 per cent strongly agreed that it is not right to quit the organization, but however they do not have any obligation to remain with the organization.

Table 11: Continuance Commitment Description Results

S/N	Items	SA	A	UN	D	SD	Mean	%	SD
1	Remain in the organization is a much of necessity	36	25	3	10	6	3.94	17.70	1.29
2	Quitting now requires great security and other benefits of organization do not fit up	31	22	5	12	10	3.65	16.40	1.43
3	It would be very difficult to quit the organization at present	29	21	4	14	12	3.51	15.79	1.49
4	One of the drawbacks of quitting the organization would be limited alternatives	30	28	3	11	8	3.76	16.91	1.35
5	If I decide to quit the organization there would be interruption in life	32	22	6	15	5	3.76	16.91	1.32
6	I think I have other challenges to consider before quitting the organization right now	29	24	5	12	10	3.63	16.29	1.08

Source: Field Survey, 2023

Analysis on continuance commitment statement in the table 11 above shows that 17.70 per cent and 16.40 per cent of the total mean respondents respectively affirm that to remain in the organization is a much of necessity and that quitting now requires great security and other benefits of organization do not fit up. 15.79 per cent and 16.91 per cent respectively believed that it would be very difficult for them to quit the organization at present and also one of the drawbacks of quitting the organization would be limited alternatives. 16.91 per cent of respondents agreed that if they decide to quit the organization there would be interruption in life, 16.29 per cent think they have other challenges to consider before quitting the organization at present.

Hypotheses

Hypothesis 1: There is no significant impact of participation in decision making on affective commitment of employees in selected commercial banks in Benin City, Edo State Nigeria

Correlations			
		Affective Commitment	Decision Making
Affective Commitment	Pearson Correlation	1	.843*
	Sig. (2-tailed)		.035
	N	6	6

Decision Making	Pearson Correlation	.843*	1
	Sig. (2-tailed)	.035	
	N	6	6

*. Correlation is significant at the 0.05 level (2-tailed).

Hypothesis 2 shows a significant relationship existing between participation in strategic planning and normative commitment of employees in selected commercial banks in Benin City with a correlation coefficient of 0.883 and a P-value of 0.020 which is also less than alpha (0.05). the null hypothesis is therefore rejected. This means that participation in strategic planning has significant

impact on normative employment of employees in commercial banks in Benin City, Edo State.

Hypothesis 3: There is no significant impact of communication on continuance commitment of employees in selected commercial banks in Benin City, Edo State, Nigeria.

Correlations

		Communication	Continuance Commitment
Communication	Pearson Correlation	1	.780
	Sig. (2-tailed)		.027
	N	6	6
Continuance Commitment	Pearson Correlation	.780	1
	Sig. (2-tailed)	.027	
	N	6	6

*. Correlation is significant at the 0.05 level (2-tailed).

Hypothesis 3 indicates a significant relationship existing between communication and continuance commitment of employees in selected commercial banks in Benin City, Edo State with a correlation coefficient of 0.780 and a P-value of 0.027 which is also less than alpha (0.05). The null hypothesis is therefore rejected. This means that communication has significant impact on continuance commitment of employees in commercial banks in Benin City, Edo State, Nigeria.

Discussion of Findings

The study investigated the relationship between participatory management and employee commitment in commercial banks in Benin City, Edo State Nigeria. Three (3) hypotheses were raised as tentative answers to research questions and were tested to find support for the propositions, hence, the result of the tested Ho₁ shows the existence of a significant relationship between participation in decision making and affective commitment of employees in commercial banks in Benin City, Edo State, Nigeria (rho = p = .000). This finding is in accordance with the findings of Sanad and Anitha (2021) whose study revealed that participation in decision making has impact on organisational commitment of employees of mobile telecom companies in Yamen. The finding asserted that participation in decision making has significant positive relationship with affective commitment, normative commitment and continuance commitment.

The tested Ho₂ showed the existence of a significant relationship between participation in strategic planning and normative

commitment of employees in commercial banks in Benin City ,Edo State ,Nigeria (rho = . , p = .000 < 0.05). The finding is in line with the findings of Kim (2002) which showed that employees whose impacts were considered in strategic plan development experienced high degree of job satisfaction.

The result of the tested Ho₃ revealed that communication and continuance commitment reported significant relationship with each other (rho = . , p = 000 < 0.05). The finding of the study supports that of Daniel & Eze (2016) whose study revealed that analyzed the role of former and informal communication in determining employee affective and continuance commitment in Oil and Gas company in Nigeria. Their findings asserted significant relationship between formal communication and continuance commitment of employees in commercial banks in Benin City, Edo State, Nigeria.

Conclusion

The study set out to examine the influence of participatory management on employee commitment. Study findings show that indeed a participatory management orientation does influence employee commitment and the effect is statistically significant. The specific element within participatory management (participation in decision making, participation in strategic planning and communication) enhance employee commitment in the direction of building a harmonious environment for growth. It is therefore becomes imperative that employees be engaged in the formulation and implementation of decision making in organisations. The objectives of participation of the employee

should not be that of soliciting their support in decision making rather participatory management must be viewed as a right with the aim to initiate mobilization for organisational commitment of employees.

Recommendations

From the findings and conclusions, the following recommendations are hereby offered.

1. Commercial banks should be involved in these participatory management practices as participative management significantly affects employee commitment.
2. Commercial banks in Nigeria must focus on these practices for the purpose of facilitating employees' commitment.
3. Evidence that the components of employee commitment are significantly influenced by participatory management practices is an invitation to the management of banks in Nigeria to institute programmes and policies that will ensure employees are committed to the organisation.
4. Organisations should make flexible rules and regulations to encourage employees to be actively engaged in the decision making process so that they control and make decisions on aspects that affect affective commitment of employees.
5. Consultative opinion of planning should be employed when making strategic plans in the organisations. This will facilitate plans implementation and increase employee commitment that will in long run lead to normative commitment.
6. Downward communication should be encouraged in organisations to enable employees at all categories to communicate freely in the organisation in order to improve continuance commitment of employees to banks in Nigeria.
7. The methods of participation of employees should be expanded to give room to all the employees to participate and contribute to the shaping of the banks via decision making.

Limitations and Future Research

The greater amount of published works are European based, assessing participatory management from environment and perspective of European. Not even one of the theories was propounded by Africans, thus questioning the applicability and cultural relevance of the literature. The studies around participatory management by Africans and unpublished research, only Nigeria is the most populated black nation in the world map has the potential for economic development within a limited period. Geographical location paired with plenty human resource made Nigeria a leader on African continent in rapid economic growth. Future researchers may carry out study of other factors about participatory management such as consensus, collaboration, trust, freedom and collective responsibility and leadership. Future study should focus on supplementary border state of the theoretical model with the notion to represent more contented of participatory management. Escalating to further study, comparative study can be made between participatory management and employee productivity in public and private sector organisations, the conceptual framework can be applied in another industry. Future study should be carried out to investigate another group of elements of participatory management and to other group of elements of employee

commitment in business and non-business organisations in private and public sectors.

Contribution to Knowledge

The researchers submit that this study contribute to knowledge by providing empirical literature on the relationship between participatory decision making and affective commitment, participation in strategic planning and normative commitment, communication and continuance commitment. It bridges research gaps as recognized earlier in the study.

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