International Journal of Innovative Research and Advanced Studies (IJIRAS)
Volume 10 Issue 11, November 2023
ISSN: 2394-4404

Participatory Decision Making And Organizational Performance

Prince Godswill Akhimien
Department of Business Administration, Ambrose Alli University, Ekpoma, Edo State Nigeria

Loveth Oriomah
Department of Business Administration, Ambrose Alli University, Ekpoma, Edo State Nigeria

***Abstract:** This understudy examines participatory decision making and organizational performance. Based on the research objective, a hypothesis was formed, and 59 respondents from First Bank Plc. and Zenith bank Plc. in Ekpoma, Edo State, completed a self-administered questionnaires to explore the relationship between the variables. The researcher adopted a survey research design for this investigation. This study sought to examine the effect of employee empowerment on the competitiveness of the firm. The percentage and the Pearson Product Moment Correlation Analysis were utilized to analyze the given data. Research conducted revealed a substantial association between worker empowerment and the level of market competitiveness of their respective businesses. It was recommended that the organizations under consideration work toward implementing employee empowerment programs and routinely involving employees in the decision-making process, as this has an effect on employee engagement and the performance of the organizations under consideration.*

***Keywords:** Participatory Decision Making, Organizational Performance, Employee Empowerment, Firm Competitiveness.*

I. INTRODUCTION

Due to current unstable economy in Nigeria and cutthroat competition, businesses are coming under increasing amounts of pressure to become more versatile, adaptable, and competitive. They are forced to fight with intense rivalry as well as frequently shifting market conditions (David 2017). Employees are being recognized more and more as an organization's most valuable asset in recent years. In order to be successful, you need to rely on everyone's ability to think up novel ideas and approaches to completing tasks in order to stand out from other businesses in your industry. Employees need to feel like they have a stake in the company in order for them to understand the importance of innovation and be willing to modify their routines at the workplace in order to become more productive. Employee engagement is a crucial feature of corporate life if you want to improve organizational effectiveness and employee perceptions. Certain logic supports the notion that collaboration between managers and employees enhances an organization, and research has demonstrated the strong relationship between organizational and individual effectiveness (Irawanto, 2015).

For many years, business experts have been interested in the relationship between job success and participation. Participation from workers is vital if organizations want employees to understand the significance of innovation and implement the required adjustments to their working routines (Singh, 2009; Kingir & Mesci, 2010). Strong working connections are more likely to develop in places of employment if workers are given the impression that they are able to participate in the decision-making process (Noah, 2008). When employees are given the opportunity to participate in the decision-making process, they have a greater chance of being productive and maintaining a positive attitude (Noah, 2008).

Recent changes in the way employees are managed in Nigerian businesses have necessitated the consideration of employees as key stakeholders in the corporation. Nigeria is still mired in a labor problem defined by strikes, at a time when employees in other areas of the world are seen as the primary source of competitive advantage. Various labor difficulties in Nigeria have been raised in public commentary. One of these is labor's charge that employers do not include them in decisions that impact them. This has frequently resulted in worker unhappiness, industrial action, and other types of labor unrest. These have a significant detrimental influence on the company. The numerous employee sentiment surveys undertaken in several Nigerian firms are proof of this. In many businesses, it is not unusual for upper management to make decisions without consulting personnel at lower levels of the organization. When the majority of persons responsible for carrying out choices appear to be leaning in the opposite direction, it can be difficult to lead a team. Somech (2012) asserts that hierarchical organizations with a traditional top-down bureaucracy are less likely to be successful than those that have power that is decentralized throughout the firm. When employees are involved in the process of decision-making, as opposed to simply being told what to do, this is referred to as participation in decision-making. The term "employee involvement" refers to the participation of workers at all levels of an organization in the decision-making processes of management and the improvement activities that are undertaken. "Employer participation" refers to when workers have a say in the decisions that are made at their job, including when those decisions are made jointly with other workers (Mitchell, 2013). According to Noah, the gap in communications between management and workers can be filled by employing a form of delegation in which the subordinate is given more autonomy and freedom of choice (2008). Employee apathy toward the decisions made by the organization can lead to low organizational performance, tension between management and employees, and apathy toward the decisions made by the organization.

Everyone from specialists in labor relations to academics is interested in the topic of how employees might be more active in molding the decisions made by their employer. It has been demonstrated that giving employees a say in the decisions that affect their jobs and organizations leads to increased levels of employee motivation, job performance, and overall organizational growth (Gollan& Wilkinson, 2007; Kim, McDuffie &Pil, 2010; Bhatti & Qureshi, 2007). According to Komal, this method is "basically a managerial approach that may be employed effectively in a variety of contexts" (2013). Ojokuku and Sajuyigbe are of the opinion that encouraging employee engagement in decision-making is a management technique that has the potential to boost the performance of a company by encouraging employees and managers to work toward the same goals (2014). In order for this to occur, it is imperative that workers be given a say in the creation of corporate policies and processes, as well as the determination of compensation, possibilities for advancement, and bonus payments. Participation in decision making by employees is often regarded as one of the most significant aspects of employee voice, which is also widely acknowledged to be expanding in scope (Brinsfield, 2014).

Participation of employees in decision-making can assist managers in aligning their goals with those of their workers, which has been shown to enhance overall performance. This could be accomplished through employee participation in mission design, policy formulation, and remuneration decisions, to name a few examples. Human resource management (HRM) practitioners consider employee participation in decision-making as an increasingly significant aspect of the concept of employee voice; they see this as a growing trend (Ritchie, 2013).

Consequently, the primary objective of this study is to examine the effects of participatory decision making on the performance of Edo State's banking institutions, namely First Bank and Zenith Bank in Ekpoma.

PROBLEM STATEMENT

It is unclear whether or not participatory decision-making takes place inside the industrial system of Nigeria. Participatory decision-making is used by several businesses in Nigeria, and the country's government has already enacted legislation to encourage more businesses to take this approach. Alternately, other Nigerian management writers are of the opinion that it does not exist, or if it does, it is a fake version of the real thing. This is due to the fact that Nigeria does not possess the fundamental conditions that are required to encourage participation. The incapacity of management at the business to execute employee proposals has led to a significant deal of discord, laxity, excessive absenteeism, and staff turnover. Additionally, the lack of participation of workers in decision-making processes may result in job unhappiness, which may lead to confrontation, which may have a detrimental influence on productivity, and eventually, the gross domestic product of the nation. On the other hand, participation by employees enhances employee empowerment, employee engagement, and communication inside the firm. Employees have resorted to a variety of activities, including going on strike, as a direct result of their dissatisfaction with the decisions made by management. According to Imaga (2014), allowing workers to participate in the decision-making process of management will lessen the likelihood of industrial dispute, increase productivity, and excite workers. A number of academics from Nigeria have been advocating for the inclusion of worker participation within the framework of Nigeria's industrial relations system. Despite this, low-income countries such as Nigeria continue to downplay the significance of involving their workforce in the decision-making process. This particular study stands out among the many others that have evaluated the impact that employee engagement has on the decision-making process within corporations. On the basis of this premise, the purpose of this investigation was to investigate employee engagement in decision-making and organizational performance in the banking industry of Edo State.

OBJECTIVE OF THE STUDY

The primary objective of the study is to explore employee participation in decision-making; the specific objectives are as follows: Assess the impact of employee empowerment on the competitiveness of First Bank and Zenith Bank in Ekpoma, Edo State.

RESEARCH HYPOTHESIS

In order that the research is guided in the case of this study, the following testable hypotheses have been formulated.

H_{01}: There is no significant positive relationship between Employee empowerment and firm competitiveness.

II. LITERATURE REVIEW

CONCEPT OF PARTICIPATORY DECISION MAKING

Participatory decision making, often known as "Employee Participation," is a technique of decision making in which individuals with varied levels of authority within an organization's hierarchical structure share power. The practice of participatory management permits both superiors and subordinates to take participation in activities such as information collection, decision making, and problem solving. Numerous advantages and economic incentives result from making decisions closer to the sites where they will be executed. People are more engaged in their work and more creative when they have some control over the tasks they undertake and how they perform them. Both Nykodym (2016) and Cotton (2013) emphasized that the act of decision-making is a crucial factor in a person's decision to participate in a participation. According to Dainty (2010) and Ford and Fottler (2016), true empowerment is the ability to make decisions on the nature of one's work responsibilities and the conditions under which they are carried out. The greatest method to increase the amount of work accomplished is for employees and supervisors to work together towards the same goals. Inviting employees to participate in the design of the mission statement, policies and procedures, and decisions regarding incentives, among other things, could increase communication and employee morale.

The government of Nigeria implemented the Public Service Regulation of 2013 and the Public Service Scheme of 2014 in 2014 after concluding that it was extremely difficult for workers to participate. In accordance with regulation 108, public servants are required to utilize workers councils and negotiation mechanisms in order to debate and make decisions affecting their job welfare. (Adeyemi, 2016). The importance of employee participation to one's degree of job satisfaction has been underscored by the study's findings. Past research has demonstrated that employee participation correlates positively with employee performance, job satisfaction, and production.

Choosing from various alternatives is one description of "decision making." It can be viewed as the final result of a brain process known as a cognitive process, which involves remembering, analyzing, and evaluating alternative courses of action prior to choosing one to pursue. Choosing from a number of potential solutions to a problem is referred to as making a decision (Vrba & Brevis, 2012). (Vrba & Brevis, 2012). The usual method to decision-making comprises constructing a map of the different potential outcomes, establishing the relative importance of the various factors, and selecting the most suitable course of action. The majority of persons believe that expanding the participation of individuals involved in the decision-making process can improve both the quality of the decision and the level of individual commitment to it. According to the findings of a number of research, giving people a voice in decision-making increases their likelihood of feeling committed to the outcome. Second, involving those who are informed about the issue at hand or who have an interest in the decision at hand has the potential to improve both the quality of the decision and its level of support. According to James, Debra, and Laurie (2016), employee participation in the decision-making process at work may have a positive effect on how employees feel about their jobs but a lesser effect on how well they execute their jobs. In addition, the cost of implementing participatory management systems can be significantly greater than the return on investment. Those interested in share schemes in the United States have done a range of studies to illustrate the relationship between shares and performance. Logue and Yates (2011), who dedicated their book to employee owners "who are every day inventing a better way to manage a business," sought to identify the "optimal" solutions for employee ownership to guarantee the highest levels of economic performance. They devoted their book to employee-owners "who create a better method to operate a firm every day." There were correlations between share plans and the degree of success experienced by 270 enterprises, the vast majority of which were small businesses. However, there was some uncertainty: information was gathered from senior managers, who played a crucial role in the program's development. Participation in the decision-making process is also associated with increased participation. People erroneously believe that employee participation utilizes employees' strengths and extensive understanding of their profession, but in reality, these resources are typically neglected. People are more likely to accept the advancement of technology, even if they dislike it, the more they understand and care about it. As a result of management's enhanced participation of employee sentiment, the quality of decisions taken is enhanced. When workers are involved, managers are more likely to attempt to boost production, and when workers' demands and moral rights are met, industrial harmony and productivity grow. Clarke (2015) cites Viteles as stating that "internal" motivation is fostered when employees are afforded the ability to engage in decision-making within a democratic environment fostered by "permissive" leadership. This results in increased staff productivity and morale. Because participation makes employees feel more included and valued, it has the potential to boost motivation. In addition, individuals may enjoy an increase in self-esteem, job satisfaction, and collaboration with management. The majority of the time, the benefits include decreased levels of conflict and stress, increased dedication to attaining goals, and increased adaptability in the face of change. It may be able to reduce staff turnover and absenteeism if employees perceive that their environment has improved and that they are performing better in their jobs. By collaborating with one another on problems related to their professions, individuals enhance their participation skills.

EMPLOYEE EMPOWERMENT

Empowering employees is one of the most effective ways for increasing worker productivity and making the most of both individual and collective skills to achieve corporate goals. It is also one of the most fulfilling experiences for employees. When we talk about empowerment, we mean the process of building and expanding one's influence and capabilities. This contributes to the enhancement of both individuals' and teams' capabilities and performance. In other words, empowerment is a strategy that may be employed to help a company grow and succeed. This section discusses employee empowerment from a practical standpoint, including its features, definitions, organizational characteristics of formidable employees, components influencing empowerment, accomplishments, and business difficulties (Gilaninia 2012). The process of imparting employees with the information and abilities required for them to contribute effectively to a business through role-playing as well as the productive and successful execution of their duties is referred to as empowering human resources (Doaei 1988). There is still a lot of ambiguity surrounding the concept of empowerment in the business world. According to Fride, "the process of power distribution" is what "provides the employee with expanded decision-making capacity and enhanced autonomy over his or her work" (2011). Employers used to believe that their employees were simply there to make money for them (Thomas and Velthouse, 2011). In order to maintain compliance with laws and regulations, an authoritarian management style was essential, which diminished the likelihood of individuals feeling empowered in their positions (Conger and Kanungo, 2014). According to Thomas and Velthouse (2011), the term "business empowerment" gained popularity at the same time that organizations were forced to change their management techniques in order to achieve innovation, employee dedication, and a willingness to take risks as a result of globalization and global competition. As a result, the term "business empowerment" became popular in the corporate world. Furthermore, research undertaken during that time period increased the attractiveness of empowerment by attracting managers' attention to their employees' latent qualities and potential. Employee empowerment entails providing them some leeway in the tasks they perform for the firm as well as the ability to make their own judgments about how to proceed. It enables decisions to be taken at lower levels of an organization, where employees have a unique perspective on the difficulties and concerns that the company faces at that level. It is critical to consider both the psychological and structural dimensions of empowerment while seeking to define it. There are two types of psychological empowerment: intrinsic motivation and self-efficiency (Patah, 2012). Conger and Kanungo (2014) define empowerment in terms of psychological approach definitions as a process of increasing workers' self-efficacy outlook. This is how they define empowerment. An empowered employee, according to Thomas and Velthouse (2011), has a sense of working with great endeavors and achievement as a result of a high level of instinctive drive, obligation, dedication, and commitment. This sense of empowerment allows the employee to feel as if they are contributing to the company's success. According to Brymer (2011), empowerment is the process through which managers decentralize decision-making inside a company and give individuals more freedom and authority to make their own decisions. In definitions that emphasize the structural component of the idea, empowerment is described as managerial action from the perspective of the organization's policies and structure. To put it another way, empowerment highlights the significance of the structural factor. Kanter (2016) is the first researcher to propose a structural component to empowerment. He claimed that empowerment is a state that can influence employees' work-related behavior. Kanter's concept includes four structural components that support organizational empowerment: I including empowering actions in job descriptions, (ii) providing information to workers, (iii) assisting workers in fulfilling their job responsibilities, and (d) providing the availability and accessibility of resources required to complete a task.

Empowerment, according to Thomas and Velthouse (2011), can be defined on numerous levels and in a number of circumstances. According to significant study findings, it is described as a greater level of task motivation exhibited in the four conditions: meaning, competence, self-determination, and effect (Spreitzer, 2014). When compared to one's own goals or standards, the value of a professional goal or purpose can be established more clearly (Thomas & Velthouse, 2011). Meaning can be defined as the link that exists between a job's demands and an individual's ideas, feelings, and actions (Brief & Nord, 2015; Hackman & Oldham, 2011). As a result, empowerment is viewed as a collection of cognitions shaped by the working environment rather than a fixed attribute of the individual that can be used in a number of contexts (Thomas & Velthouse, 2011). As a result, empowerment reflects the ever-changing nature of how people perceive themselves in relation to their surroundings (Bandura, 2013). Because empowerment is a continuous variable, people can be considered empowered to varied degrees rather than empowered or not empowered. Workers' empowerment is a concept that is unique to the workplace, rather than a universal principle that can be applied to any and all circumstances and jobs. Empowering employees necessitates management ceding some of its traditional power, which necessitates management taking on new positions, acquiring new knowledge, and accepting new duties. It does not imply that management has relinquished all control, delegated all decision-making authority, or permitted operations to run unchecked. Establishing mutual trust, investigating and improving individual talents, and reaching detailed agreements on roles, responsibilities, risk tolerance, and boundaries necessitates a significant investment of both time and effort. Employee empowerment refers to a working culture in which employees are given the authority to make their own decisions on the job, subject to specific limits. The extent and significance of a decision are entirely up to the employer, who has the authority to make decisions ranging from small to major. Employee empowerment is founded on the belief that it will strengthen their sense of responsibility, promote their morale, and result in an overall improvement in the quality of their working lives. Employees that feel invested in their organization are more likely to be productive, loyal, and self-confident. According to Fox, "employee empowerment is a process that establishes a culture of empowerment in which dreams, goals, boundaries, and attempts to influence their decisions are communicated to the entire firm" (2016). In settings like this, cultural resources compete with one another for the resources required to properly deliver sponsored activities. Blanchard divided the empowerment process into three steps, which were as follows:

- ✓ Information Sharing: Allow workers to observe and analyze situations; Begin to Dismantle Conventional Hierarchical Thinking; Increase Workers' Sense of Responsibility Sharing information with trust in the company begins to dismantle conventional hierarchical thinking.

- ✓ Organizational autonomy and independence: The organizational constraints are determined by the target (why you work), your values (what guides your activities), your imagination (what you envision for the future), your goals (what, when, where, how, and why they do it), your roles (who you are), and the organizational structure (how do you do that is supported)
- ✓ The use of self-teams is gradually being phased out. Aside from hierarchy, consider the following alternatives: When a group of workers with defined roles for work and production processes is chosen, they are tasked with carrying out the complete job plan in an equitable and fair manner from start to finish. Increased job satisfaction, positive attitudes toward work, a commitment to doing a good job, improved communication between employees and management, more efficient decision-making procedures, enhanced operations, decreased expenses, and increased productivity are all benefits of using self-team summaries.

ORGANISATIONAL PERFORMANCE

The ratio of the amount of work finished to the amount of work put in is commonly used to quantify performance. In other words, it is a measurement of how efficiently a particular economy utilizes its production inputs, such as labor and capital, to produce a predetermined output. In other words, it measures the effectiveness with which a nation's resources are utilized to generate production. In the vast majority of international comparisons and assessments of country performance, the productivity indicator serves as the primary benchmark. This is as a result of the widespread understanding that increased productivity is essential for both economic growth and increased competitiveness. It is possible to analyze the effects of product and labor market legislation on the overall performance of the economy using, for instance, statistics on the level of economic productivity. This can be achieved by analyzing the connection between economic output and legislation. The rate of productivity growth is one of the most important factors to consider when assessing a country's production capacity; it should be one of the primary concerns. In addition, it enables analysts to assess capacity utilization, enabling them to examine the state of economies at various points of the business cycle and predict economic activity growth. The capacity of a corporation to produce items may have an impact on both demand and inflationary pressures (Bernard, 2022). In the area of management research, organizational performance is likely the single most important metric of organizational performance. Despite the fact that the phrase is commonly used in academic literature, it is difficult to describe the concept of organizational performance since there are so many various ways to understand it. This makes it challenging to communicate the concept. Consequently, there is no commonly acknowledged definition for this topic. In the 1950s, "organizational performance" was defined as the degree to which organizations achieved their goals when viewed as components of a social system. Until the 1980s, this definition was in use. This definition is still applicable in modern society (Georgopoulos & Tannenbaum, 2017). In terms of performance evaluation, the areas of work, people, and organizational structure were prioritized the most throughout this time period. Smaller businesses began investigating alternative metrics as a means of gauging their overall development and level of success in the late 1960s and early 1970s. It was once thought that a company's effectiveness could be assessed by its capacity to make the most of its surroundings in order to acquire and effectively utilise the resources that were accessible (Yuchtman &Seashore, 2016). Lebans and Euske (2006) supplied the following definitions to provide an explanation for the concept of organizational performance: Non-financial measurements can be used to assess a company's success in addition to financial indicators (Lebans & Euske 2006). To produce an appropriate performance appraisal, you must rely on your own experience, judgment, and thoughts in addition to the facts provided by the work at hand. Using a causality model, you may be able to describe how the current state of events may have an impact on what happens in the future. Whoever conducts an organization's performance evaluation has an impact on how that organization's performance is judged (e.g. performance can be understood differently from a person within the organization compared to one from outside). To define performance, it is required to first understand the performance standards that apply to each area of responsibility. The ability to precisely measure results is required for accurately reporting an organization's success.

FIRM COMPETITIVENESS

Economists and businesspeople have spent the last few years studying what makes a company competitive. Business researchers are more concerned with a company's competitiveness, whereas economists are more concerned with the competitiveness of a country or region. (Arze and Svensson, 2012; Avella, Fernandez, and Vazquez, 2011; Demir and Ince, 2017; Nachum, 2018; Porter, 2012); Arze and Svensson, 2012; Avella, Fernandez, and Vazquez, 2011; Demir and Ince, 2017; Nachum, 2018; Porter, 2012). People have claimed that the term "competitiveness" is unclear in a national context because international trade is not a "winner-take-all" situation. According to Krugman (2011), national policies based on a study of a country's international competitiveness are really awful. Porter (2012) also claims that while national and regional competitiveness are crucial, countries must still improve their business competitiveness in order to compete on the global market (Porter, 2012). In today's shifting environment, a company's capacity to survive, expand, and succeed is determined by its competitiveness (Oral & Kettani, 2012). When there is a lot of competition, businesses must compete to stay in business. If small enterprises in developing countries are to stay in business and flourish, they must become more competitive. To do so, they must transcend the confines of their local marketplaces. SMEs will have an impact on economies' competitiveness as a result of what they do (Liargovas & Skandalis, 2015). Even if the majority of people think that competitiveness is vital and crucial for businesses and economies, defining it is difficult.

Competitiveness is a difficult concept to grasp since it is both complex and relative (Szerb, 2011). As a result, many schools of thought have differing perspectives on what it means to be competitive. According to Ramasamy (2018), competitiveness is defined as "an enterprise's capacity to enhance market share, profit, and growth while preserving its market position over time." According to Porter (2010), a company's competitiveness is defined as "its capacity to compete effectively in a particular business environment." Being competitive, he claims, requires being dynamic, coming up with new ideas, and the ability to alter and adapt. Competitiveness, on the other hand, is defined by Lall (2019) as "a firm's ability to do better than others in terms of profit, sales, and market share." He believes that in order to grow and protect its market position, a company must be competitive. According to Altenburg (2016), enterprise competitiveness is defined as "the ability to maintain a market position by producing good products on time and at competitive rates." Businesses must be able to respond swiftly to market developments by coming up with new ideas in order to remain competitive. Competition can be described as "the ability to outperform its competitors in a way that influences the existing market share" of a corporation (Stojcic, & Hashi, 2011). To be competitive, a company must be able to provide products that match market demands and make a profit to enable it to remain in business and expand through time, according to Pedraza (2014). Because competitiveness is a subjective concept, it's difficult to come up with a reliable approach to assess it. A set of qualities and signals can be utilized to determine how competitive a company is, on the other hand. Productivity, market share, profitability, efficiency, product range, value creation, and customer satisfaction all affect a company's competitiveness. All of these factors contribute to a company's competitiveness: product/service distinctiveness, product/service quality and variety, novelty, process efficiency, cost reduction, technology adoption, and export appeal (Pedraza, 2014). faster revenue growth, a higher return on investment, more market access, and greater control over distribution are all expected from non-competitive enterprises (Selcuk, 2016). Profits rise as production costs fall, allowing enterprises to sell their products on the free market while still meeting client needs. Despite the competition, these circumstances ensure that profits remain stable and that market share increases (Pedraza, 2014). Return on sales, return on assets, and turnover are some of the financial metrics used to evaluate a company's competitiveness. Financial performance measurements are useful because they are simple to understand and have meanings that most people can agree on. ” Many non-financial variables, such as market share and share growth, have been used to quantify competitiveness in addition to financial statistics (Liargovas & Konstantinos, 2012). The competitiveness of a corporation has traditionally been assessed using metrics such as sales, volume, productivity, and market share. The financial success of a corporation has also been used to gauge market share (Buckley, 2012). A company's long-term viability can be gauged by its productivity and competitiveness, which have long been intertwined. Porter proposes a connection between a company's competitiveness and its growth in productivity (Porter 2017). In other words, an increase in output could indicate that a company is getting more competitive (Momaya & Ambastha, 2014). The ability of a country to export its goods has also been used to assess its competitiveness. Competing in the global economy means being able to sell your products in other countries (UNCTAD, 2012).

III. THEORETICAL FRAMEWORK

The goal setting theory presented by Edwin Locke (1960) and cited by Afenwa (2013) will be used in this study. According to this hypothesis, there is a direct relationship between the definition of specific and measurable goals and performance. While numerous theories have been offered to evaluate the role of employee engagement in organizational decision-making, this study will apply Edwin Locke's goal setting theory (1960). Managers who are clear about their objectives are more likely to be motivated to put in extra effort, which leads to improved performance. Latham and Locke (2000) expanded on the concept, emphasizing the relevance of goal-setting and the encouragement of decision-making rights as a foundation for employee performance. De Waal (2017) asserts that in order for individuals of an organization to accept responsibility for the consequences of their work, they must be given the opportunity to positively impact those outcomes as well as the freedom to take appropriate action. This implies that people require permission from their superiors to act freely and quickly on problems without first obtaining permission. Workers will have a greater opportunity to influence the results of workplace choices that affect their jobs if they are given decision rights (Locke & Latham, 2011). Employees, according to this approach, have a say in the formulation of the relevant Key Performance Indicators (KPIs), as well as the ability to construct Critical Success Factors (CSFs) in relation to the work duties for which they are accountable. According to Armstrong, when employees are given the power to make decisions relating to the results for which they are responsible, as well as the duty to solve problems linked to those decisions, they are more likely to be reached or exceeded (2010). Because everyone who works for a company has a personal investment in the firm's success, everyone has some responsibility for reaching the organization's performance goals. Preventing this jointly shared obligation from becoming an unfulfilled responsibility by taking the required measures is a major concern for both private and public organisations. Companies' accountability is critical to their success in overcoming this barrier. Employee empowerment is based on the premise that employees should be viewed as assets that may help their firms grow rather than costs that must be borne by the organizations for which they work. Individual and group contributions are considered as a starting point for identifying who is responsible for what (Locke & Latham, 2012; Armstrong, 2016). The goal setting theory was utilized to provide support for decision rights since it is related to the concept of employee decision-making involvement in an organization. Furthermore, it aids in determining the amount to which employees are focused on organizational goals while also being encouraged by their management. Because it was decided that the goal setting theory was appropriate to offer support for the concept of employee decision-making involvement in an organization, it was used in the study to provide support for decision rights.

IV. EMPIRICAL REVIEW

Studies that have been done on the link between employee participation and how well an organization works have shown a number of different results. Oluwatoyo, Opoko, and Ezma (2017), for instance, look at how employee participation affects how well architecture firms in Nigeria do as a whole. The findings showed that employee participation in decision making had a positive effect on the organization's performance, but the effect was different depending on the type of decision being made. Umudike, Nwoko, and Emerole (2017) use the National Root Crops Research Institutes as a case study to figure out what happens to an organization's effectiveness when employees are involved in making decisions. The results show that there is a link between how involved employees are in making decisions and how much they care about the institution's overall goal. Ikechukwu and Chidinma (2017) use the Nigerian Labour Congress as a case study to look at what would happen if workers were involved in setting the minimum wage. According to the most important findings, members of the Nigerian Labour Congress take an active role in setting the minimum wage in Nigeria. They do this by attending meetings with government representatives, engaging in collective bargaining, putting pressure on the government to raise the wage, and giving the government advice. These are just a few ways they do this. Udu and Aturu-Aghedo (2016) study how participatory decision-making affects the operations of the Federal Airports Authority of Nigeria (FAAN) in Lagos. They are especially interested in how participatory decision-making affects FAAN's ability to reach its operational goals. The study's results show that the concept of "command and control" no longer works in FAAN. Instead, at the time of the study, a collaborative framework was in place. This framework encouraged more organizational engagement and better performance, and it was found to be enough for organizations to make decisions. Jemilohun, Ekanem, and Adebara (2015) use the Le Meridien Ibom Hotel and Golf Resort in Uyo as a case study to look at how important it is for employees to be involved in how a company makes decisions. The findings show that gender and level of education have a big impact on how relevant employees are to the decision-making process. On the other hand, age, staff grade, and employee job division played much less of a role. Wainaina, Iravo, and Waititu say that the level of dedication shown by academic staff members at Kenya's private and public universities is affected by how much they are involved in making decisions (2014). According to the study's results, the degree to which employees are involved in making decisions has a big effect on how committed university academic staff in Kenya are to their organizations. Ojokuku and Sajuyigbe found that employee participation in decision-making has an effect on the overall performance of a number of different small and medium-sized firms (SMEs) in Lagos, Nigeria (2014). The findings show that employee participation in decision-making processes has a big and positive effect on the performance of SMEs.

V. METHODOLOGY

In this study, a descriptive survey research design was used to collect information from the target respondent, which consisted of the workers and staff at the case study companies in Edo State, First Bank Plc and Zenith Bank Plc. A structured questionnaire was used to collect this information from the target respondent. The findings of this study were presented in the form of a report. For the purpose of the study, primary data were gathered and analyzed. The research design for the survey that is selected becomes extremely important when considering the characteristics of the population as well as the degree to which the study's population sample is representative of the population. Employees and management from both Edo State's First Bank and Zenith Bank are taking part in this research project as participants. Compared to Zenith Bank Nigeria Plc, First Bank Nigeria Plc in Ekpoma, Edo State has 32 workers on staff, with 8 senior workers and 24 subordinate employees. Zenith Bank Nigeria Plc has 27 employees. It includes employees of both banks in Ekpoma, Edo State, and includes roughly fifty-nine persons in total, with eleven senior people, sixteen junior workers, and a total of approximately fifty-nine people (59). In order to obtain the necessary information for this study, the researcher relied on primary data sources. The data for this study came from the respondents, who filled out questionnaires that were carefully organized. The study of the Pearson product moment correlation coefficient was carried out on the data with the assistance of version 21 of the statistical package for the social sciences (SPSS).

ANALYSIS AND TEST OF HYPOTHESIS

Using Pearson Product Movement Correlation, the formulated hypotheses were evaluated based on the analysis of the data pertaining to the socio-demographic questions and the main question.

Items	No. of Respondent	Percentage (%)
Returned	52	88.14%
Unreturned	7	11.86%
Total	59	100%

Source: Field Survey (2022)

Table 1: Analysis of Returned and Unreturned Question.

52 respondents (88.14 percent) completed and "returned" their surveys, whereas 7 respondents (11.86 percent) were unable to do so. as a result of some respondents failing to return their surveys.

The hypotheses raised in the study are tested in this section.

HYPOTHESIS I

H_0: There is no significant positive relationship between Employee empowerment and firm competitiveness.

The support of the Analysis by the SPSS is as follows

Correlations

		EMPO_EPOW	FIRM_COMMI
EMPO_EPOW	Pearson Correlation	1	.956**
	Sig. (2-tailed)		.000
	N	52	52
FIRM_COMMI	Pearson Correlation	.956**	1
	Sig. (2-tailed)	.000	
	N	52	52

***. Correlation is significant at the 0.01 level (2-tailed).*

The results indicate that r = 0.956%. (96 percent) It reveals that in Zenith Bank and First Bank, Ekpoma, Edo State, there is a favorable correlation between employee empowerment and firm competitiveness. The result is statistically significant at the 0.05 (5 percent) level of significance since the p value is 0.00 0.001.

VI. DISCUSSION OF FINDINGS

The results of the first hypothesis test show that at Zenith Bank and First Bank in Ekpoma, Edo State, there is a strong positive association between employee empowerment and business competitiveness. These findings support Kanter's (2016) findings, which identified four structural elements that influence empowerment in a competitive environment: It also supports Fox (2016)'s findings, which found that I employee empowerment activities should be included in job descriptions; (ii) information accessibility for employees should be simple; (iii) supporting employee job responsibility; and (d) availability and accessibility of needed resources to perform a job. Employee empowerment is a process that leads to the creation of an empowerment culture in which employees' hopes, goals, and boundaries, as well as attempts to influence their decision-making, are shared with the rest of the organization. When we talk about "employee empowerment," we're referring to this process. Cultural resources are placed against the resources required to carry out activities in an effective and helpful manner in these types of situations.

VIII. CONCLUSION

The research discovered a clear correlation between employee empowerment and firm competitiveness at Zenith Bank and First Bank in Ekpoma, Edo State. The findings revealed a significant correlation between participatory decision-making and organizational effectiveness. It indicates that there is a significant and positive correlation between engaged employees and market leadership, as well as the link between engaged employees and service quality. This also demonstrates that a correlation exists between engaged employees and high-quality service.

VII. RECOMMENDATIONS

The following recommendations were made: by the researcher:

- ✓ Employee empowerment programs should be implemented by the organizations in question.
- ✓ Involving employees in the decision-making process on a regular basis by the organizations in question, as this has an impact on employee engagement.
- ✓ Considering employee contributions when making decisions, as this may have an impact on employee dedication.

REFERENCES

[1] Adeyemi, T.O. (2011), “Teacher Job satisfaction and job performance in secondary schools in Ekiti state, Nigeria”. International journal of Afro-Asian studie. USA: Brown walker press 292),41-51

[2] Altenburg, T., & Pegels, A. (2012). Sustainability-oriented innovation systems: Managing the green transformation. Innovation and development, 2(1), 5–22

[3] Ambastha, A. and Momaya, K. (2004). Competitiveness of Firms: Review of theory, frameworks and models.

[4] Armstrong, M. (2006). A Handbook of Human Resource Management Practice (10th edn) London, Kogan page

[5] Armstrong, M. (2009). Armstrong’s Handbook of Human Resource Management Practice (11th ed). London: Kogan page.

[6] Avella, L., Fernández, E., & Vázquez-Bustelo, D. (2007). Agility drivers, enablers and outcomes: Empirical test of an integrated agile manufacturing model. International Journal of Operations & Production Management, 27(12), 1303-1332.

[7] Bandura, A. (1986) Social foundations of thought and action: A social cognitive theory. Englewood Cliffs, NJ: Prentice- Hall.

[8] Benard M. (1985) Leadership and Performance Beyond Expectations New York The free Press

[9] Bhatti, K. K., & Qureshi, T. M. (2007). Impact of Employee Participation on Job Satisfaction, Employee Commitment and Employee Productivity. International Review of Business Research Papers 3(2), 54-68.

[10] Brinsfield, C. (2014). Employee voice and silence in organizational behavior. Handbook of research on employee voice.

[11] Conger, J. A. and Kanungo,R.N. (1988). The empowerment process: Integrating theory and practice Academy of management review, 13 (3) (1988), pp. 471-482

[12] David, F. (2005). Strategic management: Concepts and cases. (10th ed.). New Jersey: Prentice Hall.

[13] De Waal, A. (2017). Investigating the causal link between a management improvement technique and organizational performance: The case of the HPO framework. Management Research Review. https://www.researchgate.net/deref/http%3A%2F%2Fdx.doi.org%2F10.1108%2FMRR-03-2016-0058 Accessed 13/3/2022

[14] Demir, S. (2020). The role of self-efficacy in job satisfaction, organizational commitment, motivation and job involvement. Eurasian Journal of Educational Research, 20(85), 205-224.

[15] Doaei, h. (1998). Human Resource Management. Publishing of Ferdousi University in Mashhad.
[16] Ford, R. and Fottler, M.D. (1995) "Empowerment: A matter of Degree" Academy of Management Executive, Vol, 9, Issue 3, pp 21-30
[17] Fox, S., Spector, & P, Bauer, J. (2010), "Measurement artefacts in the assessment of counterproductive work behaviour and organizational citizenship behaviour: do we know what we think we know?", Journal of Applied Psychology, 95(4), pp.781-790.
[18] Georgopoulos, B. S. & Tannenbaum, A. S. (2016). A study of organizational effectiveness. Michigan. University of Michigan.
[19] Gilaninia, S. (2011). Study of Effective Factors on Customers Trust in Electronic Banking Services (Case study: Melli Bank in Ardabill City). Interdiciplinary Journal of Contemporary Research in Business. Third Years. No 8. Pages of 472-478
[20] Gollan, P. J., & Wilkinson, A. (2007). Contemporary developments in information and consultation. The International Journal of Human Resource Management, 18(7), 1133-1144.
[21] Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. Journal of Applied Psychology, 60(2), 159-170. https://doi.org/10.1037/h0076546
[22] Ikechukwu, D., & Chidinma, C. K. (2017) Effects of employee participation on minimum wage determination: A Study of the Nigerian Labour Congress. IIARD International Journal of Economics and Business Management, 3(2).
[23] Imaga E.U.L (1996) Theory and Practice of Production Management Gostak Printing & Publishing Co Ltd Enugu Nigeria.
[24] Irawanto, D. W. (2007): Culture and Leadership in Indonesia. Journal Executive, 4 (3)
[25] James, Debra and Laurie (2006), "Motivating Employees in a New Governance Era: The Performance Paradigm Revisited", The Premier Journal of Public Administration, Vol.66 No.4, http:// www.joe.org.
[26] Jemilohun, V.G. Ekanem, A.E., Adebara, L. (2015). Statistical analysis of employee participation in organization decision-making in Nigeria (A case study of Le-Meridien Ibom Hotel and Golf Resort, Uyo. International Journal of Innovation Science, Engineering & Technology, 2 (11), 409 – 426.
[27] John L Cotton et al (1998)., "Employee Participation: Diverse Forms and Different Outcomes," Academy Management Review 13, no, 1)(1988): 8-22.
[28] Kanter, R. M. (1979). Power and failures in management circuits. Harvard Business Review, 57(4): 65-75.
[29] Kettani, D. and Moulin B. 2014. E-Government for Good Governance in Developing Countries: Empirical Evidence from the EFez Project. London: Anthem Press.
[30] Kim, W. G., & Brymer, R. A. (2011). The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance. International Journal of Hospitality Management, 30, 1020–1026. http://dx.doi.org/10.1016/j.ijhm.2011.03.008 CrossRefGoogle Scholar
[31] Kingir, S., & Mesci, M. (2010). Factors that affect hotel employees' motivation, the case of Bodrum. Serbian journal of management, 5(1), 59-76.
[32] Komal, K. D. (2013). Impact of Different Types of Employee Participation on Organizational Commitment: A Comparative Study of Pakistan and United States of America. PhD Thesis of Mohammad Ali Jinnah University, Islamabad.
[33] Lall (2019). Patient Autonomy and Participation in End-of-Life Decision Making: An Interpretive-Systemic Focus Group Study on Perspectives of Asian Healthcare Professionals, Peer Review Journal: Palliative & Supportive Care. Cambridge University Press,
[34] Latham, G. 2000. Motivate employee performance through goal setting. In E. Locke (Ed.), Handbook of principles of organizational behavior: 107–119. Malden, MA: Oxford University Press
[35] Latham, G. P., & Locke, E. A. (1975). Increasing productivity with decreasing time limits: A field replication of Parkinson's law. Journal of Applied Psychology, 60, 524-526.
[36] Lebans, M., Euske, K. (2006), "A conceptual and operational delineation of performance", Business Performance Measurement, Cambridge University Press.
[37] Liargovas P. & Konstantinos, S. (2012). Foreign Direct Investment and Trade Openness: The Case of Developing Economies. University of Peloponnese. Springer Science Business Media
[38] Locke, E.A., and Schweiger, D.M. (1997) Participation in Decision-making: One More Look. Research in Organizational Behaviour, 1: 265-339.
[39] Logue, J. and Yates (2001). The real world of employee ownership. ITHACA, NYR ILR Press.
[40] Malone, T.W. (1995)." Is empowerment just fad? Control, decision- making IT" Sloan Management Review, Vol.38, Issue 2, pp 23-36.
[41] Mitchell, T. R. (1982). Motivation: New Directions for Theory, Research, and Practice, Academy of Management Review, 7(1), 80-88, 1982.
[42] Moorhead, G., & Grifcin, R. (2004). Organizational Behavior: Managing People and Organisations, (7th ed.). Boston: Houghton Mifflin Company.
[43] Nahum, Z. (1989). 'Perceived similarity and accuracy of peer ratings', Journal of Applied Psychology, 74(5), 781 - 786
[44] Noah, Y (2002). Study Of Worker Participation On Management Decision Making Within Selected Establishments In Lagos, Nigeria Department Of Sociology, University Of Ilorin, Nigeria.
[45] Nord, W. R., Brief, A. P., Atieh, J. M., & Doherty, E. M. (1990). Studying meanings of work: The case of work values. In A. Brief & W. Nord (Eds.), Meanings of occupational work: A collection of essays (pp. 21-64). Lexington, MA: Lexington Books
[46] Nwoko, V.O. and Emerole, G. A. 2017. Effects of employee participation in decision making on organizational performance: A study of national root crops research Institutes, Umidike (2012-2016). International Journal of Economics, Business and Management Research. 1(05).

[47] Nykodym, N, Simonetti, J. L, Nielsen, W. R, and Welling, B. (1994)"Employee Empowerment" Empowerment in Organizations, Vol. 02, No. 3, pp 45-55
[48] Ojokuku, R. M. and Sajuyigbe, A. S. (2014), Examined effect of employee participation in decision making on performance of selected small and medium scale enterprises in Lagos, Nigeria, European Journal of Business and Management 6(10).
[49] Oluwatayo, A. A., Opoko, P. A., & Ezema, I. C. (2017). Employee participation in decision-making in architectural firms. Urbanism. Architecture. Constructions/Urbanism. Arhitectura. Constructii, 8(2), 193-206.
[50] Oral, M., Kettani, O., & Lang, P. (1991). A methodology for collective evaluation and selection of industrial R&D projects. Management Science, 37, 871–885
[51] Patah, M. et al. (2009). The influence of psychological empowerment on overall job satisfaction of front office receptionists. International Journal of Business and Management, 4(11), 167-176
[52] Pedraza, J. M. (2014). How to evaluate competitiveness: Which economic indicators can we use for the evaluation of competitiveness of agricultural food companies. Retrieved from https://www.researchgate.net/post/How_to_evaluate_competitiveness_Which_economic_indicators_can_we_use_for_the_evaluation_of_competitiveness_of_agricultural_food_companies
[53] Pfeffer J, (1999) Putting people first for organizational success. The Academy of Management Executive 13 (2): 37- 48. https://doi.org/10.5465/ame.1999.1899547
[54] Porter M., (1985), "Competitive Advantage: Creating and Sustaining Superior Performance", New York: Free Press.
[55] Porter M., (1987), "From Competitive Advantage to Corporate Strategy", Harvard Business Review, May-June, 43-59
[56] Ramaswamy, E.A., and Schiphorst, F.B. 2000. "Human resource management, trade unions and empowerment: Two cases from India‟, International Journal of Human Resource Management", vol.11, no. 4, pp. 664–80.
[57] Richbell, S, Szerb, L, Vitai, Z (2010) HRM in the Hungarian SME sector. Employee Relations 32(3): 262–280.
[58] Ritchie, J.S. and Miles, R. E. (1970). "An analysis of quantity and quality of participation as mediating variables in the participative decision making process." Personnel Psychology, 23, 347-359.
[59] Selcuk, E. (2016). Factors affecting firm competitiveness: Evidence from an emerging market. International Journal of Financial Studies, 4(9), 1-10. doi: 10.3390/ijfs4020009
[60] Singh, K. 2000. "Effect of human resource management practices on firm performance in India‟, Indian Journal of Industrial Relations", vol. 36, no.1, pp. 1–23.
[61] Somech, (2002) Explicating the complexity of participative management: An investigation of multiple dimensions. Education Administration Quartll: 341-371.
[62] Spreitzer, G.M. Kizilos, M., & Nason, S. (1997) A Dimensional Analysis of Empowerment in Relation to Performance, Job Satisfaction, and Job-related Strain. Journal of Management, 23 (5): 679-704.
[63] Stojcic, N., Hashi, I. and Telhaj, S. (2013). Restructuring and competitiveness: Empirical evidence on firm behaviour in new EU member states and candidate countries, Eastern European Economics, 51(4): 84-107.
[64] Thomas, K.W. and Velthouse, B.S. (1990), "Cognitive elements of empowerment", Academy of Management Review, Vol. 15 No. 4, pp. 666-81.
[65] Udu, G..O. & Aturu-Aghedo, C.A. (2016), Effects of Participative Decision Making on The Performance of Federal Airports Authority of Nigeria (Faan), Lagos. International Journal of Human Resource Management and Research (IJHRMR). 6(4); 2249-6874
[66] UNCTAD (2012). Trade and Development Report: Policies for Inclusive and Balanced Growth, UNCTAD Gene-va.
[67] Vrba, M. J., & Brevis, T. (2002). "A Guide to Passing: General Management". Claremont: New Africa Education.
[68] Wagner, A.J.(1994). "Participation's Effects on Performance and Satisfaction: Are Consideration of Research Evidence. Academy of Management Review., Vol. 19.
[69] Wainaina, L., Iravo, M., & Waititu, A. (2014). Effect Of Employee Participation in Decision Making on The Organizational Commitment Amongst Academic Staff In The Private And Public Universities In Kenya. International Journal of Advanced Research in Management and Social Sciences. 3(12), 131- 145
[70] Yuchtman, E., & Seashore, S. E., (1987). A system resource approach to organizational effectiveness. American Sociological Review, 32, 891-903.