

# **PARTICIPATIVE MANAGEMENT AND EMPLOYEE PERFORMANCE IN NIGERIAN BANKING INDUSTRY**

## **A STUDY OF FIRST CITY MONUMENT BANK PLC**

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### **Abstract**

*This study examined the relationship between participative management and employee performance in First City Monument Bank (FCMB) Plc, Lagos, Nigeria. For this, descriptive survey research design was adopted. The population for this study comprises the Two thousand and eighty staff of First City Monument Bank (FCMB) Plc, Lagos. The sample size of this study was 117 being the number of questionnaire retrieved out of the 120 copies administered. Collected data was first analyzed using descriptive statistics. Chi-square test was used to test the hypotheses. The study established that there is a significant relationship between employee participation in decision making and employee performance. In line with these findings, the researcher recommends that management of First City Monument Bank (FCMB) Plc., as well as other business owners should see that they structure their management and decision making processes in such a way that it will allow the active participation of their workers.*

**Keywords:** *Participative, Performance, Banking, Satisfaction, Human Resources*

## INTRODUCTION

Every organization, whether in business for profit or other reasons, are regarded as social systems, because each comprises of people interacting directly and indirectly with one another towards the achievement of the organizations' corporate goals and objectives. Of all the resources at the disposal of any organization the human resources (employees) plays the most important role because it is the human resources that possess the capacity to manage all the other resources in order to create value and utility. In essence, no matter how flexible or complex an organization's policies, programs, goals and objectives are, it is the employees that will eventually execute it. The employees are considered the most important asset of an organization but very few organizations are able to fully harness these potentials, Hence, the reason why some employees perform below expectation and why many organizations experiences low performance (Adepoju, 2014 ).

According to Lawal (2012), there is consensus in the field of Humanities, that so much of the survival of any organization depends on the effective management of the human resources (employees). Hence the employees must be given the attention they deserve if an organization must achieve its objectives consistently. In order to adequately manage the Human Resources and at the same time, achieve organizational objectives, a number of notable management techniques has been devised to enhance the human factors to be able to make effective use of the other economic resources and two of these management techniques which are particularly relevant to this study are parental management and management by objective (MBO). These management techniques both took employees' participation in decisions making in corporate organizations into cognizance. They allow for employees' involvement in goals and objectives setting in corporate organizations (Obisi, 2013). However, Ogden (2012), asserts that any potential benefits from greater employee involvement in decision making require that employee interest be aligned with firm's interests.

From the foregoing, it is evident that management has a huge responsibility before them in setting and adopting the most effective human resource policy that will bridge the divide between executives (Management) and other employees in the organization, hence enhances organizational performance.

### Statement of Problem

It is not uncommon to note that the management of many corporate organizations operating in Nigeria today does not care much about the wellbeing of their employees let alone allowing them participates in decision making process. This is especially true of the typical Nigerian, Chinese, Indian and Korean owned companies, where friendly and supportive disposition and

communication between the executive members of staff and junior employees seems out rightly forbidden. And one major fall outs of such dysfunctional organizational culture is that employees are robbed of their sense of belongings', commitment and attachment to the company and which has a ripple down implication on employees' performance.

Apart from problems having to do with inimical organizational culture, other factors hindering employees' active participation in decision making in corporate organizations has to do with autocratic leadership style and one way (top-bottom) communication structure. Some executive staff (Managers) finds it overly difficult to delegate to their subordinates let alone consult them on sensitive matters like decision making. Likewise the communication structure of most companies are configured in a way that it does not really care much about receiving feedbacks from the employees thereby reducing them to mere machines.

## **LITERATURE REVIEW**

### **Employee Participation and Job Satisfaction**

Historically, management theorist (Maslow 1954, Argyris 1957; Bennis 1966; Herzberg 1966, 1968; Likert 1967;) have emphasized the importance of coordinating the organization-human relationship to enhance performance and develop human capital. Focusing on human motivation and its impact on job satisfaction and performance, scholars have conducted research on Employee Participation and empowerment (Drucker 1954, 1974; Likert 1967). Participation is a process in which influence is shared among individuals who are otherwise hierarchical unequal (Cooke, 1992). Employee satisfaction has always been important issues for organizations. Few practices and, few organizations, have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers.

### **Employee Commitment**

Employee commitment has been defined in various ways. (Sashkin, 2014) refers employee commitment as congruence between the goals of the individual and the organization whereby the individual identifies with and extends effort on behalf of the general goals of the organization. (Gurdon and Rai, 1990) state that employee commitment is a psychological state that, (i) characterizes the employee's relationships with the organization, and (ii) have implications for the decision to continue membership in the organization.

Employee commitment has been described as consisting of two constructs, affective and continuance (Gurdon and Rai, 1990). As an attitude, differences between commitment and job

satisfaction are seen in several ways (Mowday, et al, Dix, 1982). Commitment is a more global response to an organization and job satisfaction is more of a response to a specific job or various facets of the job. (McCall, 2001) states that job satisfaction is an attitude toward work-related conditions, facets, or aspects of the job. Therefore, commitment suggests more of an attachment to the employing organization as opposed to specific tasks, environmental factors, and the location where the duties are performed (Mowday, Woodland, O'Reilly and Dix, 1982). "Although day-to-day events in the work place may affect an employee's level of job satisfaction, such transitory events should not cause an employee to re-evaluate seriously his or her attachment to the overall organization" (Mowday et al, 1982).

### **Employee Performance**

Employee performance is a performance measure encompassing both efficiency and effectiveness. It is important, therefore, to know who the productive workers are. High performing, effective organizations have a culture that encourages employee involvement. Therefore, employees are more willing to get involved in decision-making, goal setting or problem solving activities, which subsequently result in higher employee performance (Addison, and Wagner, 1997), Encouraging a more modern style of participatory management raise employee performance and satisfaction, and even lower workers" compensation rates (Capelli and Newmark, 1999). According to Bryson and Wilkison (2001), job satisfaction increases performance through bringing high quality motivation and through increasing working capabilities at time of implementation. There is evidence that participative climate has a more substantial effect on worker's satisfaction than participation in specific decision and it appears that Participation has a strong effect on both job satisfaction and performance, but its effect on satisfaction is somewhat stronger than on performance.

Human resource policies that encourage worker involvement aim at providing employees with opportunities to have an input in decisions, incentives to expend discretionary effort and the means to acquire the appropriate skills (Godard, 2001), Among these policies, participation schemes directly affect the first two aspects opportunities and incentives and as a result are thought to improve incentives to acquire skills as well as work organization and information flows. These combined effects are expected to increase efficiency and performance.

### **Categories of Employee Involvement and Participation**

*A. Management-led employee involvement in daily work practice:* Management-led involvement may give employees the opportunity to bring their experiences with the working process to bear through information sharing and consultations and to express their opinions before changes are

carried out. Management-led employee involvement falls short of sharing control or return rights. Much of the high performance work system literature and other human resource management literature describe such management-led employee involvement.

Management-led employee involvement is assumed to induce employees to greater efforts as work is experienced as being less tiring, more interesting and as having better feedback. Employees become more committed when programmes, such as share options are being introduced, while on the other hand, higher pay-offs for one or more stakeholders may emerge without enhanced performance. This is the case, for instance, if the prices of the company's product rise.

*B. Financial participation:* Financial participation is mainly in the form of employee ownership or profit-sharing schemes. Such arrangements are associated primarily with return rights. However, in the case of ownership, they include control rights as well.

*C. Representative participation:* By representative participation, it means representative arrangements whereby the views of employees are expressed in a coordinated manner and where the institutional arrangement influences the control rights of management. Furthermore, it is assumed that this arrangement cannot be unilaterally altered or determined solely by either the employer or the employees.

### **Establishing Processes in Representative Participation**

An important feature of representative, as well as some forms of financial, participation is that it may not have been established primarily for improving performance. For example, representative participation often results from overall democratic principles about workers' rights to codetermination in the workplace. Representation may also be linked to health and safety committees or to grievance mechanisms for negotiating wage and working conditions. This means that performance improvement is only one of several potential outputs from representative participation and that its implementation is not contingent on success in this field.

Financial participation may partly be, for instance, driven by opportunities for tax deductions. Management-led involvement, on the other hand, probably would be terminated if not found to improve performance.

The above categorization may cause some challenges. How representative participation differs from the management-led involvement practices of human resource management (HRM) is a matter of ongoing debate (Hyman and Mason, 1995).

As noted by Hyman (1997), for instance, although companies allow workers to present ideas and suggestions by means of management-led involvement, employees may be denied the power to make decisions. Generally, it is not easy to draw clear conceptual distinctions

among the practices ranging from management-led employee involvement via information sharing, joint work groups to codetermination and co-ownership. According to Cable and FitzRoy (1980) no single, simple definition of worker participation or industrial partnership can readily be given. But essentially, participation involves some form of post contractual worker involvement, embracing at least access to information which is normally confined to management and, in most cases, some involvement in the decision-making which traditionally defines the managerial function. It in general, falls short of full workers' control.

Representative participation may be organized internally or embedded in external institutional frameworks. Examples of representative participation are work councils, joint work/management committees, local unions, non-union workers' representatives, and workers' representatives on company boards of directors. Representative participation is widely described in the literature, but under different names reflecting different features of participation. One term is *partnership*, referring to the cooperation between employer and workforce, which may take place informally or through a formal structure (Becker and Gerhart, (1996). Another term is *indirect participation* (Hyman and Mason, 1995). Freeman and Medoff, for example, (1995) define work councils as "institutionalised bodies for representative communication between a single employer (management) and the employers (workforce)." from owners/managers to employees. Hence, we try to identify those involvement practices that include some sort of participation through collective representation.

## RESEARCH METHOD

For the purpose of the study, a descriptive research design was adopted.

### Sampling, Procedure and Sample size

Sample is the proportion of a given population, which is representative of the later. It is used to derive the external validity of an exercise Asika, (2008). One hundred and twenty (120) copies of questionnaire were administered to selected staff at selected branches of the Bank across Lagos state. The sample size for this study therefore comprise of the entire one hundred and seventeen (117) copies of questionnaire retrieved. The sampling technique employed in drawing the sample is simple random sampling which affords all FCMB staff equal chance to participate in the survey.

### Data Collection Instrument and Validation

The data collection instrument adopted for this study was Structured Questionnaire. The instrument was divided into two sections. Section A collect respondents' biographic data and

Section B was concerned with questions/statements using Five Points Likert-Scales. Also, a draft of the questionnaire was submitted to the project supervisor for content and validation.

### Method of Data Analysis

In presenting and analyzing the collected data, frequency distribution tables and simple percentages were used, while Pearson Moment Correlation technique( $r$ ) was used to test stated hypotheses.

## ANALYSIS AND FINDINGS

### Analysis of Respondents' Biographic Data

Table 1: Sex Distribution of Respondents

Variables	Frequency	Percentage
Male	58	50%
Female	59	50%
Total	117	100%

Table 1 shows that 58 respondents (50%) were male while 59(50%) were female. hence, majority of the respondents were female

Table 2: Age Distribution of Respondents (Years)

Variables	Frequency	Percentage
Less than 25	9	8%
26-30	23	20%
31-35	51	44%
36-40	13	11%
41 and above	21	18%
Total	117	100%

The table above shows that 9(8%) respondents fell in the Less than 25 years age bracket, 23(20%) respondents fell between 26-30 years age bracket, 51(44%) fell between 31-35 years age bracket, 13(11%) were in the 36-40 years age bracket, and 21(18%) of the respondents fell in the 41 and above age bracket. Therefore, the majority of the respondents fell in the 30 – below 35years age bracket.



Table 3: Educational Qualification of Respondents

Variables	Frequency	Percentage
NECO/WASC	4	3%
OND	7	7%
HND	26	22%
B.Sc	52	44%
M.Sc/MBA	28	24%
Total	117	100%

Table 3 shows that 4(3%) respondents were holders of O, Level (certificates, 7(7%) were holders of OND, 26(22%) had HND, 52(44%), had B.Sc., while 28(24%) were M.Sc./MBA holders. Majority of the respondent therefore, were B.sc holders.

### Analysis of Questionnaire Items

Table 4: Relationship between Participative Management and Employee Performance

RQ1	SA	A	N	D	SD	TOTAL
	5	4	3	2	1	
1. There is a link between employee involvement and employee morale	28 24%	36 31%	15 13%	20 17%	18 15%	117 100%
2. Employee participation in decision making is a motivational tool	55 47%	29 25%	5 4%	17 15%	11 9%	117 100%
3. Much of employee commitment depends on their involvement in decision making process	25 21%	36 31%	17 15%	15 13%	24 21%	117 100%
4. Employee involvement in decision making can help improve level of job satisfaction.	46 39%	36 31%	0 0%	25 21%	10 8%	117 100%
5. Participative management engenders group involvement	35 30%	33 28%	10 9%	26 22%	13 11%	117 100%

Result on table 4 indicated that 64(55%) respondents agreed that there is a link between employee involvement and employee morale, 15(13%) respondents were undecided and the remaining 38(32%) were undecided about this.

Also, 84(72%) respondents agreed that employee participation in decision making is a motivational tool, 5(4%) were undecided, and the remaining 28(24%) respondents disagreed with the opinion that employee participation in decision making is a motivational tool



Similarly, 61(52%) respondents agreed that much of employee commitment depends on their involvement in decision making process, 17(15%) respondents were undecided and 39(34%) respondents completely disagreed. Most of the respondents agreed that much of employee commitment depends on their involvement in decision making process

The table also indicated that 82(70%) of the respondents agreed that employee involvement in decision making can help improve level of job satisfaction, none of the respondents was undecided, and 35(29%) respondents completely disagreed. Majority of the respondents agreed with the assertion that employee involvement in decision making can help improve level of job satisfaction.

Lastly, the table indicated that 68(58%) respondents agreed participative management engenders group involvement, 10(9%) respondents were undecided and 39(33%) respondents completely disagreed with the assertion.

Table 5: Relationship between delegation and employee performance

RQ2					SA	A	N	D	SD	TOTAL
					5	4	3	2	1	
6.	Employee delegation can actually improve performance				35 30%	33 28%	10 9%	26 22%	13 11%	117 100%
7.	Employee involvement motivates higher productivity level in an employee				34 29%	37 32%	5 4%	19 16%	22 19%	117 100%
8.	There is direct relationship between delegation/employee participation and organizational performance				32 27%	44 38%	4 3%	17 15%	20 17%	117 100%
9.	Delegation of authority engenders innovation				44 38%	29 25%	0 0%	27 23%	17 15%	117 100%
10.	Delegation of authority and responsibility enhances succession process				46 38%	31 26%	0 0%	15 13%	25 21%	127 100%

Result on table 5 indicated that the vast majority of the respondents i.e. 68(58%) of the respondents agreed that employee delegation can actually improve performance, 10(9%) respondents were undecided and 39(33%) respondents completely disagreed with the assertion.

71(61%) respondents also agreed that employee involvement motivates higher productivity level in an employee. 5(4%) respondents were undecided, while 41(35%) of the respondents completely disagreed.

Also, 76(65%) respondents agreed that there is direct relationship between delegation/employee participation and organizational performance, 4(3%) were undecided and the remaining 37(32%) disagreed.

Table also showed that 73(63%) of the respondents agreed that delegation of authority engenders innovation, none of the respondents was undecided, and 44(38%) of the respondent completely disagreed. Majority of the respondents agreed with the assertion that delegation of authority engenders innovation

Lastly, 77(64%) respondents also agreed that delegation of authority and responsibility enhances succession process. no respondents was undecided, while 40(33%) of the respondents completely disagreed

Table 6: Relationship between information flow and organizational performance

RQ2		SA 5	A 4	N 3	D 2	SD 1	TOTAL
11.	Formal communication style creates a gap between management and staff	52 44%	32 27%	3 2%	10 9%	20 17%	127 100%
12.	Ambiguous communication affects goal setting	46 38%	31 26%	0 0%	15 13%	25 21%	127 100%
13.	One way information flow prevents effective performance appraisal	25 21%	18 15%	5 4%	31 26%	38 32%	127 100%
14.	Reward and sanction are formally communicated	38 32%	42 36%	2 2%	17 15%	18 15%	127 100%
15.	Free flow of information increases prompt and speedy performance	25 21%	36 31%	17 15%	15 13%	24 21%	117 100%

Respondents' opinion was sought regarding the relationship between information flow and organizational performance. Result on table 6 above showed that 84(71%) respondents agreed that formal communication style creates a gap between management and staff, 3(2%) of the respondents were undecided and 30(26%) respondents completely disagreed. Majority of the respondents agreed.

Also 77(64%) of the respondents agreed that ambiguous communication affects goal setting, none of the respondents was indifferent and 40(34%) respondents disagreed. Most of the respondents agreed.

43(36%) of the respondents agreed, 5(4%) respondents were undecided, while 69(58%) respondents completely disagreed that one way information flow prevents effective performance appraisal

89(68%) respondents agreed that reward and sanction are formally communicated, 2(2%) respondents were undecided and 35(30%) respondents completely disagreed with the assertion that reward and sanction are formally communicated.

Lastly, the table indicated that 61(52%) respondents agreed that free flow of information increases prompt and speedy performance, 17(15%) respondents were undecided and 39(34%) respondents completely disagreed with the assertion.

Table 7: Relationship between sense of ownership and employee performance

RQ2		SA 5	A 4	N 3	D 2	SD 1	TOTAL
16.	Giving employees opportunity to be joint owner increases organizational commitment	35 30%	33 28%	10 9%	26 22%	13 11%	117 100%
17.	Employees with high sense of belonging are more productive	44 38%	29 25%	0 0%	27 23%	17 15%	117 100%
18.	Much of employee commitment depends on their level of involvement in management process	32 27%	44 38%	4 3%	17 15%	20 17%	117 100%
19.	Employees affective commitment is improved when they are shareholders	34 29%	37 32%	5 4%	19 16%	22 19%	117 100%
20.	Promoting sense of belonging increases continuance commitment among employees	52 44%	32 27%	3 2%	10 9%	20 17%	127 100%

Result on table 7 indicated that 68(58%) respondents agreed that giving employees opportunity to be joint owner increases organizational commitment, 10(9%) respondents were undecided and 39(33%) respondents completely disagreed with the assertion.

73(63%) of the respondents agreed that employees with high sense of belonging are more productive, none of the respondents was undecided, and 44(38%) of the respondent completely disagreed. Majority of the respondents agreed with the assertion that employees with high sense of belonging are more productive.

Also, 76(65%) respondents agreed that much of employee commitment depends on their level of involvement in management process, 4(3%) were undecided and the remaining 37(32%) disagreed.

Lastly, 71(61%) respondents also agreed that employees affective commitment is improved when they are shareholders. 5(4%) respondents were undecided, while 41(35%) of the respondents completely disagreed.

Finally, 84(71%) of the respondents agreed that promoting sense of belonging increases continuance commitment among employees, 3(2%) respondents were undecided, and 30(26%)

of the respondent completely disagreed. Majority of the respondents agreed with the assertion that promoting sense of belonging increases continuance commitment among employees

## Test of Hypotheses

### *Hypothesis One*

**H<sub>0</sub>:** There is no significant relationship between employee participation in decision making and organizational performance

**H<sub>1</sub>:** There is a significant relationship between employee participation in decision making and organizational performance

The above hypothesis is tested using Chi-Square statistics through Statistical package for Social package (SPSS) Version 20.0

$$\chi^2 = \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

Table 8: Average Score of Employee Participation in Decision making \* Average Score of Organizational Performance Cross Tabulation

		Average Score of Organizational Performance				
1		2.00	3.00	4.00	5.00	Total
Average Score of Employee Participation in Decision Making	2.00	0	0	0	0	0
	3.00	0	8	4	4	16
	4.00	3	5	9	15	32
	5.00	0	4	25	40	69
Total		3	17	38	59	117

Table 9: Chi-Squared Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	162.375 <sup>a</sup>	8	.000
N of Valid Cases		117	

\*\* .Chi-square is significant at the 0.05 level (2-tailed).

Decision: Since the chi-square tests showed that the P-value 0.000 is less than 0.5, the level of significance of the test, H<sub>0</sub> is rejected and rejecting H<sub>0</sub> means accepting H<sub>1</sub>. Therefore, there is a

significant relationship between employee participation in decision making and organizational performance

### ***Hypothesis Two***

**H<sub>0</sub>:** There is no significant relationship between delegation and employee performance.

**H<sub>1</sub>:** There is a significant relationship between delegation and employee performance.

Table 10: Average Score of Delegation \* Average Score of Employee Performance Cross Tabulation

		Average Score of Employee Performance				
		2.00	3.00	4.00	5.00	Total
Average Score of Delegation	2.00	0	0	0	0	0
	3.00	0	3	9	4	16
	4.00	3	5	13	17	38
	5.00	1	0	25	37	63
Total		4	8	47	58	117

Table 11: Chi-Squared Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	173.105 <sup>a</sup>	8	.002
N of Valid Cases	117		

<sup>a</sup>.Correlation is significant at the 0.05 level (2-tailed).

Decision: Since the chi-square tests showed that the P-value 0.002 is less than 0.5, the level of significance of the test, H<sub>0</sub> is rejected, and rejecting H<sub>0</sub> means accepting H<sub>1</sub> which stated that there is a significant relationship between delegation and employee performance.

### ***Hypothesis Three***

**H<sub>0</sub>:** There is no significant relationship between information flow and organizational performance

**H<sub>1</sub>:** There is a significant relationship between information flow and organizational performance

Table 12: Average Score of Information Flow \* Average Score of Organizational Performance Cross Tabulation

		Average Score of Organizational Performance				Total
		2.00	3.00	4.00	5.00	
Average Score of Information Flow	2.00	0	0	0	0	0
	3.00	0	2	1	10	13
	4.00	3	6	3	26	38
	5.00	4	3	17	42	66
Total		7	11	21	78	117

Table 13: Chi-Squared Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	157.01 <sup>a</sup>	8	.0021
N of Valid Cases	117		

\*\* Chi-square is significant at the 0.05 level (2-tailed).

Decision: Since the P-value 0.0021 is less than 0.5(level of significance of the test),  $H_0$  is rejected, and this means accepting  $H_1$ .this says there is a significant relationship between information flow and organizational performance

#### ***Hypothesis Four***

**$H_0$ :** There is no significant relationship between employee participation in decision making and organizational performance

**$H_1$ :** There is a significant relationship between employee participation in decision making and organizational performance

Table 13: Average Score of Employee Participation in Decision Making \* Average Score of Organizational Performance Cross Tabulation

1	Average Score of Organizational Performance					Total
		2.00	3.00	4.00	5.00	
Average Score	2.00	0	0	0	0	0
of Employee Participation in Decision Making	3.00	0	8	4	4	16
	4.00	3	5	9	15	32
	5.00	0	4	25	40	69
Total		3	17	38	59	117

Table 14: Chi-Squared Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	163.871 <sup>a</sup>	8	.002
N of Valid Cases	117		

<sup>a</sup>.Chi-square is significant at the 0.05 level (2-tailed).

Decision: Since the chi-square tests showed that the P-value 0.002 is less than 0.5, the level of significance of the test,  $H_0$  is rejected and rejecting  $H_0$  means accepting  $H_1$ . Therefore, there is a significant relationship between employee participation in decision making and organizational performance

## DISCUSSION OF FINDINGS

In this study, data from the field on impact participative management on employee performance in First City Monument Bank (FCMB) Plc, Lagos is presented and analyzed and the findings are outlined as follows:

The above results give a clear answer to research questions 1, by indicating that: there is a significant relationship between employee participation in decision making and organizational performance and this is based on the degree of agreement on table 4 that majority of the respondents affirmed that: there is a link between employee involvement and employee morale; that employee participation in decision making is a motivational tool; that much of employee commitment depends on their involvement in decision making process; that employee involvement in decision making can help improve level of job satisfaction; and that participative management engenders group involvement



The study also found that there is a relationship between delegation and employee performance as majority of the respondents agreed that employee delegation can actually improve performance; that employee involvement motivates higher productivity level in an employee; that there is direct relationship between delegation/employee participation and organizational performance; that delegation of authority and responsibility enhances succession process; and that delegation of authority engenders innovation

Results above also provided answer to research question three by indicating that there is a relationship between information flow and organizational performance. The table indicated that majority of the respondents agreed that: formal communication style creates a gap between management and staff; ambiguous communication affects goal setting, none of the respondents was indifferent; one way information flow prevents effective performance appraisal; that free flow of information increases prompt; and speedy performance and that reward and sanction are formally communicated

Furthermore, results on table 7 shows that many of the respondents agreed that giving employees opportunity to be joint owner increases organizational commitment; that employees with high sense of belonging are more productive; that much of employee commitment depends on their level of involvement in management process; that promoting sense of belonging increases continuance commitment among employees; and that employees affective commitment is improved when they are shareholders.

Lastly, the chi-square test of the stated hypotheses further confirmed that there is a significant relationship between employee participation in decision making and organizational performance; there is a significant relationship between delegation and employee performance; there is a significant relationship between information flow and organizational performance; and that there is a significant relationship between employee participation in decision making and organizational performance

## RECOMMENDATIONS

The research made the following recommendations based on the study findings:

Management of First City Monument Bank (FCMB) Plc, as well as other business owners should see that they structure their management and decision making processes in such a way that it will allow the active participation of their workers.

Also, in as much as owners and managements of an organization need to get things done through their workers, they need to involve these workers in most decision that affect them directly. This will make them feel like human being and not like animals whose feelings and idea, does not really matters.

## LIMITATIONS

In the course of this study, like in most research works, the researcher encountered a number of problems which were eventually addressed in order to reduce their effect on the outcome of the study. There was general apathy shown by most of the respondents, this led to delays in collating data for analysis. In addition, lack of up-to-date information on employee performance in banking industry in Nigeria. As such, the researcher had an enormous task in identifying and selecting relevant respondents.

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