

UNIVERSITY OF CAPE COAST

EMPLOYEE PARTICIPATION AND ORGANIZATIONAL
PERFORMANCE AT IMPERIAL GENERAL ASSURANCE

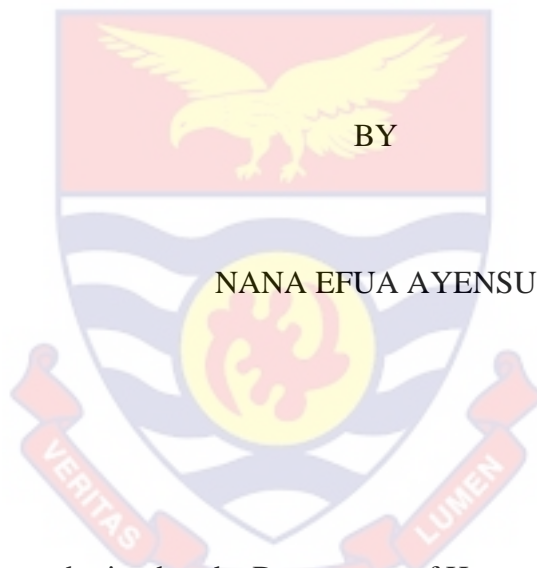


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UNIVERSITY OF CAPE COAST

EMPLOYEE PARTICIPATION AND ORGANIZATIONAL
PERFORMANCE AT IMPERIAL GENERAL ASSURANCE



Dissertation submitted to the Department of Human Resource Management of the School of Business, College of Humanities and Legal Studies, University of Cape Coast in partial fulfillment of the requirements for the award of Master of Business Administration Degree in Human Resource Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

Name: Nana Efua Ayensu

Supervisors' Declaration

I hereby declare that the preparation and presentation of this dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:.....

Name: Prof. (Mrs.) Rebecca Dei Mensah

ABSTRACT

The purpose of this study was to assess the influence of employee participation in decision making on the organizational performance of Imperial General Assurance. There were three main specific objectives, which the study aimed to achieve. These were: to examine the influence of employee consultation on the organizational performance; assess the influence of employee delegation on the organizational performance; determine the effects of collective bargaining on the organizational performance. The study was based on the views of 159 employees from the study area. A self-administered questionnaire was the main research instrument. SPSS and Smart PLS 4 were used to analyse the study objective. The major findings, as they related to the specific objectives of the study, have been summarized as follows. The results of the regression analysis indicated that there is a significant and strong positive relationship between individual consultation and performance of Imperial General Assurance. The study also found that employee delegation has a positive and significant impact on the performance of Imperial General Assurance. Finally, the study found out that that collective bargaining has a positive and significant impact on the performance of Imperial General Assurance. The study concluded that employee participation enhances organizational performance. The recommended that the management must give full support to employee participation in decision making as that could help workers to have an increased confidence and value which will in turn make the employees become loyal and committed leading to higher performance.

KEYWORDS

Collective bargaining

Employee delegation

Employee participation

Imperial General Assurance

Individual Consultation

Organizational performance

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DEDICATION

To my family

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CHAPTER ONE

INTRODUCTION

Currently, the performance of organizations has decreased. Decision making is usually delayed since it is usually centralized. Employees are not allowed to partake in decision making. This usually reduces the level of creativity and innovativeness among employees. This study therefore seeks to analyse the effect of employee participation on organizational performance at Imperial Assurance.

Background to the Study

When it comes to improving the success of an organisation, employee participation is an extremely important factor. In situations when employees are given the opportunity to actively participate in decision-making processes and have a say in determining the path that the organisation will take, they experience a sense of ownership and dedication to the organization's objectives. According to Rojon, Okupe, and MxDowall (2021), this degree of engagement has the potential to result in a number of favourable outcomes, such as greater productivity, better job satisfaction, improved problem-solving ability, and enhanced creativity within the workforce.

A culture of accountability and responsibility is fostered when employees are given the opportunity to participate (Xu, Fernando, & Tam, 2019). Employees have a sense of empowerment and accountability for the results of decisions when they are given the opportunity to participate in the decision-making process. They are motivated to take their obligations seriously and strive for excellence in their work as a result of this sense of ownership. Because of this enhanced dedication, there is a subsequent increase

in productivity and an improvement in performance at both the individual and the organisational level. Participation from workers is another factor that contributes to increased job satisfaction. The feeling of fulfilment and job satisfaction that employees have is directly proportional to the degree to which they believe that their thoughts and ideas are respected and taken into consideration. The well-being of employees is improved, employee turnover rates are decreased, and the retention of brilliant persons is improved thanks to this positively orientated work environment. According to Singh and Srivastava (2016), employees who are content with their jobs are more likely to remain loyal to the organisation they work for. This leads to a workforce that is consistent and dedicated, which can have a good impact on the performance of the organisation.

Additionally, the participation of employees raises the level of problem-solving capacities within the organisation. When employees are given the opportunity to participate in decision-making processes, organisations are able to take use of the different perspectives, experiences, and knowledge that their workforce possesses. The variety of perspectives that are brought to the table results in a more in-depth examination of issues and the investigation of novel approaches to resolving them. It has been found that when employees are actively engaged in problem-solving, they experience a better feeling of ownership over the outcomes and are encouraged to provide their best efforts, which eventually leads to improved organisational performance (Hammer et al, 2021).

Currently operating organisations According to Lee, Willis, and Tian (2018), one of the human resource practices that has the potential to reduce costs and increase productivity is employee participation in decision making. This is because it guarantees that employees are proactive, which in turn reduces costs.

Employee participation in decision making that involves the individuals accountable for the task is one of the obstacles that might be encountered in the workplace. According to Muthusamy and Fernando (2015), the purpose of the participation role is to enhance the performance of the people working for the organisation by instilling in them a greater sense of experience and competence in the context of their work environment. Participation in human resources not only enhances the resource itself but also generates organisational performance among them, which is a method that is said to differentiate one organisation from another.

Instead of separating themselves from their responsibilities, managers are tasked with the obligation of generating and cultivating an environment in which the employee's input is projected and cultured. Employee participation in decision making does not mean that managers withdraw themselves from their work. According to Tho'in and Muliasari's research from 2020, excessive levels of confidence can be taken to an extreme, which can lead to crossing the line into arrogant. Additionally, it can be challenging to deal with employees that exhibit such arrogance and to follow directions effectively. The stress that employees experience as a result of working in this kind of atmosphere causes them to become dissatisfied, which in turn leads to a decrease in their levels of productivity.

Young (2019) contends that the idea of employee engagement in decision making has garnered a great deal of interest among professionals and consultants due to the fact that it is linked to performance that is above average. In spite of the fact that there is a general conviction among academicians and practitioners that empowerment has a significant impact on the performance of a company, the empirical evidence from management research that supports the notion has provided a variety of conclusions (Seibert, 2021). As a result of the contradictory nature of the findings, a number of researchers were inspired to investigate further possible explanations for the differences in findings. There are a number of causes that have been accumulating over time, some of which include methodological flaws, misunderstandings, and contradictions in the conceptualisation of the idea of empowerment (Rappaport, 1995). Hammer, Brady, Brossoit, Mohr, Bodner, Crain and Brockwood (2021) argue that the majority of the studies that have explored and examined the reality of a relationship between employee empowerment through their participation in decision making and organisational performance have anticipated this relation from the outlook of management relatively than the perception of employee's participation on organisational performance only, not to also consider the individuals performance.

Previous research has primarily concentrated on examining the impact that empowerment has on organisational level outcomes, such as productivity and performance, with a particular emphasis on managerial staff members. In their recent article, Jocelyn and Kariuki (2020) stated that the concept of engagement had to be measured from the standpoint of both the managerial

perspective and the employee perspective. In more recent times, academics have begun to question the utilisation of managerial staff in the field of human resource management research (Burke, 2018). The employees have expressed their need for additional study that investigates how employees feel about their participation in the decision-making process. The purpose of this study is to investigate the impact that employees' perceptions of their participation in decision making have on their performance, rather than focussing on employee participation methods that are highly regarded by managers.

It was the human relation theory that served as the foundation for this study. Specifically, Elton Mayo is the one who proposed the human relation hypothesis. According to Kahn et al. (2009), human relation theory, which is often referred to as the human relations approach, places additional emphasis on the significance of social interactions and the psychological well-being of employees in the context of the accomplishment of organisational goals. The relationship between employee engagement and organisational performance can be explained using this theory, which offers some insights into the possibilities of such an explanation. According to the human relation theory, it is possible to fulfil the social and psychological requirements of employees by providing them with opportunities to participate in decision-making processes and to have a voice within the organisation. The employees feel a sense of belonging, recognition, and self-worth as a result of this inclusion and involvement, which ultimately leads to increased levels of motivation and job satisfaction.

Furthermore, human relation theory places an emphasis on the significance of successful communication and interpersonal connections in the

context of the employment setting. When employees are encouraged to participate and contribute their ideas, it encourages open communication channels and collaboration within the workforce. This contributes to the development of a friendly and cohesive working atmosphere in which individuals are able to openly share information, seek feedback, and gain expertise from one another. According to Gandini (2019), improved communication and teamwork lead to improved coordination, problem-solving, and decision-making, all of which ultimately have a good impact on the performance of the organisation.

According to Bratton and Gold (2015), the success of an organisation and the results that it achieves can be considered a return on investment in the empowerment of its employees. As a result of the human relation theory, the concept of investing in employees has garnered a lot of attention. This is due to the fact that the human resource base of an organisation is its most valuable asset, and organisations reap the benefits of what they plant in their people resource in terms of good job performance. It has been stated by Bellmann (2022) that in order for an organisation to realise its dream of outperforming its competitors, it must have personnel that possesses the necessary skills, knowledge, and talents.

The concept of employee engagement may be broken down into three distinct components, as Bratton and Gold (2015) have demonstrated in their research. Among the various forms of employee participation were individual consultation, distribution of responsibilities, and collective bargaining. In the context of employee engagement, the term "individual consultation" refers to a process in which employers or managers engage in personalised talks with

individual workers in order to gain a better understanding of the employees' needs, aspirations, and concerns in regard to their work environment. The process entails soliciting feedback from workers and attentively listening to their points of view and suggestions in order to raise the level of involvement they exhibit. During individual consultations, managers engage in conversations with employees that are both open and meaningful in order to obtain insight into the employees' motivations, career aspirations, job preferences, and any issues they may be encountering. According to Weber et al.'s research from 2020, the objective is to make a relationship with employees on an individual level, to gain an understanding of the specific conditions that they face, and to develop an environment that is supportive and encourages involvement.

The process of empowering individual employees by providing them with the authority to make decisions, establish goals, and carry out their work independently is referred to as individual delegation. Through the use of individual delegation, employees are granted the authority to make decisions concerning the duties that have been entrusted to them, provided that they do so within the confines of predetermined boundaries or rules. In order for them to efficiently carry out their obligations, they are supplied with the resources, information, and emotional support that they require. According to Schneider and Leyer (2019), this strategy recognises the expertise, abilities, and knowledge of individual employees, as well as their capacity to make a contribution that is significant to the organisation.

In the context of employee engagement, the word "collective bargaining" refers to a process in which representatives of a group of

employees, generally a labour union, negotiate with the employer on a variety of employment-related issues. These concerns include wages, working conditions, benefits, and other terms of employment. According to Kresge (2020), it is a system that allows employees to jointly participate in decision-making and exert their influence in order to alter their working circumstances and the overall employee experience. Collective bargaining is a process in which employee representatives and management engage in talks with the goal of reaching terms and conditions of employment that are mutually agreed upon by both parties. In the course of this process, the two parties will engage in conversations, trade suggestions, and potentially reach a settlement with one another. According to Takupiwa and Shelfa (2019), the purpose of collective bargaining is to reach an agreement that is just and equitable, and that takes into account the concerns and interests of both the employer and the employees.

It is planned that the research will be conducted exclusively at Imperial General Assurance. It is of utmost significance to situate this study within Imperial General Assurance, considering the nature of the endeavour that employers are pursuing to boost productivity within the organisation, which may be accomplished by empowering employees. As a result, the purpose of this study is to investigate the impact that employee engagement in decision making has on the overall performance of employees at Imperial General Assurance.

Statement of the Problem

In today's highly competitive business environment, organizations are constantly seeking strategies to improve their performance. One of the most

widely discussed strategies is enhancing employee participation in decision-making processes. Employee participation refers to the degree to which employees are involved in making decisions that affect their work and the organization as a whole. This concept is grounded in the belief that when employees are actively engaged in decision-making, it leads to greater organizational performance, increased productivity, job satisfaction, and a sense of ownership within the company (Harrison, 2019). However, despite the recognition of the importance of employee participation in decision-making, the effect of such participation on organizational performance remains unclear, particularly in the context of Imperial General Assurance, a key player in the insurance industry.

At Imperial General Assurance, decision-making is traditionally top-down, where senior management holds the power to make strategic and operational decisions. This hierarchical structure has raised concerns regarding the organization's overall performance, as employees at lower levels are often excluded from the decision-making process. The lack of employee involvement in decision-making can result in a disengaged workforce, lower motivation, and, consequently, reduced organizational performance. Furthermore, the insurance industry, characterized by complex regulatory frameworks and customer service expectations, demands innovative and responsive decision-making processes that reflect the contributions and perspectives of employees at all levels.

While various studies have linked employee participation to enhanced organizational performance, there is limited empirical evidence examining this relationship in the context of the insurance industry in Ghana, particularly at

Imperial General Assurance. Despite the growing body of research on employee involvement, there remains a gap in understanding how employee participation in decision-making processes influences organizational performance within the insurance sector. This gap in literature highlights the need for an investigation into how employee involvement in decision-making can enhance organizational performance in Imperial General Assurance.

The relevance of this problem lies in the fact that employee participation in decision-making is increasingly being viewed as a critical factor for the success of organizations. As competition within the insurance industry intensifies, companies are looking for ways to improve their operational efficiency, customer service, and overall performance. Understanding the impact of employee participation on organizational performance could provide Imperial General Assurance with valuable insights into how to improve its internal processes, enhance employee morale, and deliver better service to customers. Additionally, this study will contribute to the broader literature on employee involvement in decision-making and organizational performance, especially within the context of the Ghanaian insurance sector.

By focusing on Imperial General Assurance, this research could inform policy recommendations for the company's leadership on how to structure decision-making processes in a way that empowers employees and fosters a culture of collaboration. This has the potential to not only improve individual job satisfaction and employee retention but also enhance organizational outcomes such as profitability, customer satisfaction, and overall efficiency. Given the evolving nature of the global insurance industry, where customer-

centric approaches and agile decision-making are essential for success, this research is highly relevant for organizations seeking to adapt and remain competitive.

The relationship between employee participation in decision-making and organizational performance has been explored extensively in various sectors. For instance, a study by Gifford and Sutherland (2020) found that organizations that foster employee involvement in decision-making experience higher levels of job satisfaction, greater motivation, and improved performance outcomes. These findings were corroborated by Zhang et al. (2018), who demonstrated that employee participation enhances organizational commitment and productivity, particularly in knowledge-based industries where employees' insights and expertise are crucial for decision-making. Similarly, McLeod and Stevens (2019) found that when employees are involved in decisions related to their work processes, they tend to be more innovative and committed to achieving organizational goals.

In the context of the insurance sector, studies have also examined the link between employee participation and organizational performance. A study by Nyarko (2021) on employee participation in Ghanaian insurance companies highlighted that companies with more inclusive decision-making processes tend to have higher employee morale and customer satisfaction, which are key drivers of business performance. The research showed that employees who participate in decision-making processes feel more valued and are more likely to take ownership of their work, contributing to improved service delivery and organizational outcomes.

However, despite the growing evidence supporting the positive effects of employee participation, there are gaps in the literature that need further exploration. First, much of the existing research focuses on sectors such as manufacturing, education, and technology, with limited studies dedicated to the insurance industry in Ghana. The unique challenges faced by insurance firms, including regulatory constraints, competition, and the need for continuous innovation, require more specific research. Additionally, most studies focus on the general concept of employee involvement without distinguishing between different types of decision-making processes (e.g., strategic vs. operational decisions) and their respective impacts on organizational performance.

In Ghana today, there has been lot of controversy as to whether an employee should participate in managerial decision-making or not (Agyemang & Ofei, 2019; Asiedu & Badu, 2020; Akpan & Boateng, 2022; Quartey & Ampomah, 2021). Many writers argued that employee should contribute in making decision especially where it affects them or their job. It is expected that such participation will serve as training and testing ground for future members of upper management. The authors (Agyemang & Ofei, 2019; Asiedu & Badu, 2020; Akpan & Boateng, 2022; Quartey & Ampomah, 2021) maintained that qualified reasonably honest and company-oriented individual are not available at these lower organizational levels but the big question is qualified individuals really available?

Most studies such as Wilkinson, Dundon, Donaghey and Freeman (2020); Olajide (2018); Njoroge, Gachunga & Kihoro (2015); Mtenda (2018); Mvulirwenande, Wehn and Alaerts (2019) and Quagraine and Asiedu-Appiah

(2019) looked at a broader array of external variables such as organizational change, etc. and had not provided an extensive insight about the impact of internal variables such as firm's dimensions of employee participation and its effects on employees overall organizational performance. This study therefore fills this gap by employing internal variables such as collective bargaining, individual consultation and individual delegation and how they will influence the performance of Imperial General Assurance.

Purpose of the Study

The main purpose of the study will be to examine the effect of employee participation in decision making on organizational performance with evidence from Imperial General Assurance.

Research Objectives

Specifically, the study seeks to achieve the following objectives;

1. to examine the effect of individual consultation in decision making on organizational performance at Imperial General Assurance.
2. to analyzed the effect of employee delegation in decision making on organizational performance at Imperial General Assurances.
3. to determine the effects of collective bargaining in decision making on organizational performance at Imperial General Assurance.

Research Questions

The following research questions will be asked to achieve the objectives of the study:

1. What is the effect of individual consultation in decision making on organizational performance at Imperial General Assurance?

2. What is the effect of employee delegation in decision making on organizational performance at Imperial General Assurances?
3. What is the effect of collective bargaining in decision making on organizational performance at Imperial General Assurance?

Significance of the Study

The study would contribute to the debate on the issue of employee participation and organizational performance by providing empirical evidence and insights into the relationship between these two factors. It would help establish a stronger foundation for understanding the impact of employee participation on organizational performance, thereby informing and enriching the ongoing debate. The study's findings and analysis could support or challenge existing theories, assumptions, or perspectives, allowing for a more nuanced understanding of this relationship.

The study is seeking to bridge the gap in knowledge and understanding regarding the specific impact of employee participation on organizational performance. While the importance of employee participation has been recognized, there may still be gaps in understanding the mechanisms through which participation influences performance outcomes. The study aims to address this gap by examining the nature and extent of the relationship between employee participation and organizational performance, potentially identifying key factors, moderators, or mediators that contribute to this relationship.

Secondly, the study results could shape the literature by adding to the body of knowledge on employee participation and organizational performance. Researchers and scholars in the field would benefit from the

study's insights and findings, potentially inspiring further research and exploration of related topics. The study could also provide new perspectives, theories, or frameworks that could be integrated into existing literature, enriching the understanding of employee participation and its influence on organizational performance.

Overall, the study's contribution to the debate, its aim to bridge the knowledge gap, and its potential impact on policy direction and literature would collectively advance the understanding and importance of employee participation in achieving organizational performance goals.

Delimitation

The study specifically focuses on the participation of employees in participative decision-making process and how it influences the performance of Imperial General Assurance. Components of participation in decision making identified by Mosoge (1996) as cited in Asmamaw (2019) were used; namely individual consultation, individual delegation and collective bargaining. This study considered only the social exchange theory and human relations theory to explain the influence of participative decision making on the performance of the organization. The target population for this study will be both junior and senior staffs of Imperial General Assurance.

Limitations

The research work to be carried out may be limited by time because the study is carried out alongside academic work. Funds will also limit this study because they are needed in the preparation and administration of questionnaires. There was also be the issue of reluctance on the part of respondents (particularly employees) to release vital information for fear of

victimization by management. Despite these limitations, the study will explore every necessary available information to attain the set objectives.

Definition of Terms

Employee Participation: Employee participation is the process of employees being actively involved in the decision-making of an organization or business.

Individual consultation: Individual Consultation refers to the process in which an employer engages directly with individual employees, typically on issues that may affect their work or welfare.

Employee delegation: Employee Delegation is the process by which managers or leaders assign tasks, responsibilities, or authority to employees.

Collective bargaining: Collective Bargaining is a formal process in which representatives of employers and employees (often union representatives) negotiate terms and conditions of employment, such as wages, working hours, benefits, and other work-related issues.

Organizational Performance: Organizational performance is the ability of an organization to reach its goals and optimize results. In today's workforce, organizational performance can be defined as a company's ability to achieve goals in a state of constant change.

Organisation of the Study

The study has been organized into five chapters. Chapter One gives a general background and introduction to the topic of study. Chapter Two deals with the review of literature pertaining to the research study. Various forms of employee participation theories, decision making theories and other benefits relevant to the topic would be reviewed. Chapter Three gives a description of the research process and the methods adopted for collecting and analyzing

data. In Chapter Four, results from the research questionnaire are analyzed by the methods discussed in Chapter three. In conclusion, Chapter Five summarizes the findings, conclusions and relevant recommendations made.

CHAPTER TWO

LITERATURE REVIEW

Introduction

A literature review provides a comprehensive overview of the existing knowledge, theories, and research related to a specific topic. It helps to establish the context and background of the research by showcasing what has already been studied, what gaps exist in the literature, and what questions remain unanswered. This allows researchers to position their own work within the broader academic conversation. This chapter seeks to review literature based on the objectives and or research questions. There is a need to review literature related to this work to establish the basis for the study. For easy referencing, this literature is reviewed under the following sub-headings. The first section explores the theoretical models underpinning the study. The second section examines the concepts of organizational performance and employee participation in decision making. The last section focuses on empirical literature of the relationship between employee participation in decision making and organizational performance. The last section will include the provision of a conceptual framework within the context of the study.

Theoretical Review

Theoretical models are a body of knowledge that seeks to observe, understand and explain concepts, and in the context of this study, there are two basic theories underpinning this study. These theories are social exchange theory and human relations theory to explain the influence of employee participation in decision making on organizational performance of Imperial General Assurances.

Social Exchange Theory

Social Exchange Theory (SET), initially propounded by sociologist George Homans in 1958, provides a framework for understanding interpersonal and organizational relationships. The theory posits that social behavior is the result of an exchange process where individuals assess the benefits and costs of their interactions. Individuals engage in relationships that offer rewards, and they are likely to disengage from those that become too costly. This theory has been widely applied to organizational behavior, particularly in understanding the dynamics of employee participation and its impact on organizational performance.

The assumptions underlying Social Exchange Theory are rooted in the notion of reciprocity, where individuals expect a return for their contributions, and these exchanges are based on a balance between costs and rewards. In the context of employee participation, SET assumes that when employees are involved in decision-making, they perceive the organization as valuing their input, which in turn enhances their commitment and engagement. It is assumed that employees will be more willing to contribute to the organization's goals when they feel recognized and when their participation leads to personal or professional rewards such as job satisfaction, career development, or improved work conditions. Furthermore, the theory assumes that organizational relationships are based on continuous exchanges, and when employees contribute to the decision-making process, they expect tangible or intangible returns that increase their motivation and overall performance.

The social exchange theory argues that relationships at work evolve over time into trusting, loyal, and mutual commitments if all parties involved

abide by reciprocity or repayment rules. This is important in determining behavior demonstrated by employees within the organization. Employee performance is given by social exchange theory, according to Saks (2006). The theory argues that responsibilities are formed by employers engaging staff in decision-making.

According to the theory, as long as parties abide by certain exchange laws, relationships grow over time into trusting, royal and reciprocal commitments. It includes rules on reciprocity or repayments so that one-party actions lead to a reaction or intervention by the other party (Bulinska-Stangrecka & Iddagoda, 2020). Social exchange theory defines employee engagement best, according to Saad, Sudin and Shamsuddin (2018), because it sees feelings of loyalty, devotion, discretionary effort as all types of employee reciprocation to a good employer. The study, however, extends to the contribution of social interaction to information by assessing the effect on organizational efficiency of employee engagement in decision making.

The social exchange theory is relevant to this study because the theory is characterized by perceived equality imply the presence of reciprocity. Indeed, all social life needs a degree of reciprocity on the part of actors in social situations. Thus, when individuals see that there are relatively balancing levels of reciprocity in a social exchange, they are more likely to be satisfied in that exchange. Social exchange theory concludes that individuals who perceive the presence of reciprocity in their social relationships are likely to feel more satisfied with and maintain those relationships in their respective organizations. Social exchange theory is an evolving conceptual framework

that can be used to explain organizational development within the context of Imperial General Assurance Company Limited.

Human Relation Theory

Human Relations Theory, initially developed by Elton Mayo in the 1930s through his Hawthorne studies, emphasizes the importance of human factors in organizational settings, particularly in fostering a supportive work environment that enhances employee satisfaction and performance. Mayo's work challenged traditional management theories that focused solely on productivity and efficiency, instead suggesting that social and emotional factors significantly impact workers' motivation and performance. Human Relations Theory highlights the significance of employee well-being, interpersonal relationships, and participatory work environments, asserting that when employees feel valued and supported, they are more likely to perform better and contribute to the organization's success.

The assumptions underpinning Human Relations Theory are centered around the belief that employees are not just economic beings but also social individuals who seek fulfillment in their work. It assumes that improving interpersonal relationships, recognizing employees' needs for respect and recognition, and fostering a sense of belonging can result in increased job satisfaction, motivation, and, ultimately, higher organizational performance. The theory posits that employee participation in decision-making, a key aspect of fostering a positive work environment, can lead to improved morale, reduced turnover, and better overall performance. Human Relations Theory further assumes that the success of an organization depends on the well-being of its employees, suggesting that a participatory approach that involves

employees in decisions will create a more motivated and engaged workforce, thus enhancing organizational outcomes.

This study is also anchored on the human relation theory. Human relations theory (HRT) is normally thought of as having its roots in the Hawthorne Studies conducted in the 1920s and 1930s at the Hawthorne Works of the Western Electric Company, near Chicago in the United States. Mayo's theory of human relations was based almost entirely on his own political interpretation of worker motivation. This shaped the results of the investigations, and his career can be seen as the rise of causal knowledge above statistical fact and the emergence of high theory masquerading as factual evidence (Gillespie, 1991). The human relations theory of management began development in the early 1920s during the industrial revolution. At that time, productivity was the focus of business. According to Vardi and Weitz (2003), the human relations theory is a researched belief that people desire to be part of a supportive team that facilitates development and growth.

The human relations theory is relevant to this study because relationships between employees and management are of substantial value in any workplace. Human relations are the process of training employees, addressing the human relations theory stems from the understanding that the cooperation of workers is desirable for the attainment of the objectives of high productivity and industrial peace (Dubin, 2017). It contends that workers' would-be better motivated if they are treated like human beings rather than as irrational objects, fostering a workplace culture and resolving conflicts between different employees or between employees and management (Maslach & Leiter, 2022). For instance, by making them have a feeling that

the organization accords them recognition by involving them in the decision-making process. In light of the theory, the worker is to be perceived in terms of his membership of a social group rather than as an individual. Consequently, his behavior is seen as a response to group norms rather than simply being directed by financial consideration. Workers should then be expected to react to group norms so that when they are given the opportunity to take part in management decision making, they would respond positively to organizational issues (Ezeanolue & Ezeanyim, 2020).

The social exchange theory and the human relation theory are important to this study in light of the fact that both accept that employees' increment their endeavors did for the benefit of the organization to the extent that the organization is seen to will and ready to respond with alluring indifferent and socioemotional assets (Mwangi & Kanyanjua, 2019). Employees who are exceedingly involved in decision making would feel committed, in view of the correspondence standard, to enable the organization to achieve its objectives through such practices as expanded in-job and additional job performance and diminished absenteeism.

Social exchange theory features the significance of understanding employees' inspiration and its connection to the accomplishment of organizational objectives. Such ways to deal with organizational conduct join workers' intentions to do explicit exercises inside the shared commitments among employees and employers. Likewise, the Human Relations Theory promotes the understanding that the cooperation of workers is desirable for the attainment of the objectives of high productivity and industrial peace. It contends that workers' would-be better motivated if they are treated like

human beings rather than as irrational objects (Abubakar, Elrehail, Alatailat & Elçi, 2019). These theories keep up that, considering the standard of correspondence, workers endeavor to compensate the organization for an abnormal state of help by expanding their efforts to enable the organization to achieve its objectives.

Conceptual Review

This section helps enhance knowledge with respect to the constructs used in this study. This considered how the various concepts operationalized in literature were addressed. The concepts of employee participation and organizational performance.

Concepts of Employee Participation in Decision Making

Employee Participation is defined as a process of involving and empowering employees to use their input towards creating value and improving organizational productivity (Torlak, Demir & Budur, 2021). Employee Participation also means direct participation or engagement of employees towards applying ideas, expertise, and efforts in solving organizational problems and achieving its goals or objectives. The term participation according to Khalid and Nawab (2018) include people's participation in decision making processes, in implementing programs, their sharing in the benefits of development and participation in efforts to evaluate. The concept of employee participation implies a practice, which gives workers greater opportunity to be involved in decision-making beyond the immediate boundaries of their jobs (Dahmardeh & Nastiezaie, 2019).

Oyebamiji (2018) defined employee participation as the totality of forms, that is direct or indirect participation of individuals and groups to

contribute to the decision-making process. Ijeoma (2020) defined employee participation as the distribution of power between employer and employee in decision making processes, either through direct or indirect participation. In addition, employee participation also refers to employee participation in decision making at the workplace (Ismail, 2020). Employee Participation represents the combination of task-related practices, which aim at maximizing employee sense of participation in their work place and their commitment to the wider organization (Odero & Makori, 2018). In attempt to define the above concepts different authors or researchers have defined it differently making it to be more multifaceted to understand.

Employee participative in decision making referred to works taking part in decision-making (PDM). In other words, shared decision making in the work environment (Mitchell, Shen & Snell, 2022). According to Zhi, Abba and Hamid (2020), it is a special way allocating in which the subordinate gain greater control, more Freedom to make decision within their job role with making a communication gap between the management and the workers it refers the employee's participation in a firm's strategic planning activities. A firm can have different grade of employee participation. Which mean organizations have all level of employees are involved in the planning process but some organizations only top management will involve in planning process. A deep employee participation in decision making allows the frontline employees who directly communicate with customers (Barinua & Obah, 2020). Alenifuja (2021) tells that the root of participative decision making based in the company philosophy and managerial style and in the overall organizational environment. Organizational environment as used by

McFarland includes people, laws, economic and market conditions and technology.

Employee participation in decision making is concerned with shared decision making in the work situation (Ajita, Sharma, Kingshott, Maurya & Kaur, 2019). Daniel (2019) defines it as “join decision making” between managers and subordinates. According to Charles, Francis and Zirra (2021), it is a special form of delegation in which the subordinate gain greater control, greater freedom of choice with respect to bridging the communication gap between the management and the workers. It refers to the degree of employee’s participation in a firm’s strategic planning activities. A firm can have a high or low degree of employee participation. A high degree of participation (deep employee participation in decision making) means that all categories of employees are involved in the planning process.

Components of Employee Participation in Decision Making (EPMD)

It can be seen from the above definitions that participation is a wide concept which is also associated with several components. Mosoge (1996) as cited in Asmamaw (2019) noted that the following components are associated with employee participation in decision making, and these are individual consultation, individual delegation and collective bargaining. These variables are reviewed in detail below:

Employee Consultation

Consultative participation has the capacity to directly affect all workers in respect to the tasks they perform at work, the organisation of their work, and the conditions under which they work. It is possible to consider such involvement to constitute HRM practices (Ugwu, Okoroi, & Chukwu, 2018).

This participation is highly dependent on a decision made by management that is made voluntarily. Participation in consultative processes appears to have an effect on the performance of an organisation in a number of different ways. First, according to Tannady, Gunawan, and Hervianto's research from 2020, personnel who have the opportunity to participate in consultative activities have the ability to directly influence the performance of the organisation by providing suggestions that result in more effective procedures or improved product quality. By doing so, workers have the opportunity to contribute to improved labour performance as well as innovation in the process.

Second, similar to other HR policies and practices, direct participation has an effect on employee attitudes, which in turn encourage employee behaviour that is beneficial for the performance of the organisation. This behaviour includes a reduction in employee turnover and absenteeism, as well as an improvement in performance and product quality (Okafor, Nwigwe, Obiakor, & Mgbemena, 2022). Recent findings lend credence to the correlations that were assumed: This form of commitment has a significant impact on employee health and well-being, turnover, absenteeism, as well as task- and extra-role performance, according to a meta-analysis conducted by Kennedy, Boyd, Mayer, Collins, Kerr, and McNeil (2019). Barinua and Oba (2020) discovered that direct participation has a significant connection to affective organisational commitment. At some point in time, these results will have an impact on the performance of the organisation. According to Ajitha et al. (2019), Ismail (2020), and Oyebamiji (2018), the only way to achieve the desired results consists of listening to the demands of employees through

consultative engagement and only doing so when those needs are ultimately met.

Employee Delegation

A higher level of subordinates' engagement in a continuum of decision procedures is what is meant by the term "delegation," according to Yuki (2021). Although there are studies that have characterised it as a different set of decision-making techniques, there are other studies that regard it to be a distinct sort of EPDM. On the other hand, the majority of people have claimed that these are two separate constructs, showing that delegation is an alternative that requires relinquishing power, whereas EPDM is a method of power-sharing (Leana, 2006). He pointed out that delegation "focusses on developing individual autonomy rather than engendering democracy, that is, participatory processes." He said this in accordance with the statement. According to Sagie and Koslowsky's research from 2020, it is connected to a procedure that gives individuals who are higher up in the organisational structure the ability to exercise "temporary authority" and make judgements. According to another definition, it is "the assignment of new responsibilities to subordinates and additional authority to carry them out" (Yuki, 2021).

According to Ma, Wan, Zou, Lai, Zou, and Bashir (2022), the nature of the task and the type of relationship that exists between workers, groups, or departments are two factors that influence the delegation of responsibilities in the workplace. Chaudhry (2012) made the observation that the degree to which management delegated responsibilities to subordinates is directly proportional to the interpersonal interactions that exist between superiors and subordinates in the workplace. The delegation of duties to employees leads to

an increase in employee dedication to their work, job happiness, and performance, all of which contribute to an improvement in the performance of the organisation (Kumar, 2013).

Heller (2003) says that the distribution of power is a crucial prerequisite for improving performance and happiness through employee engagement. This is possible because of the fact that power is distributed. There are a number of reasons why intensity might play a part in the identification process. One of these reasons is that groups might utilise their influence to gain properties of social value, which would, in turn, enhance the group status within an organisation. The significance of delegating participation as a dimension in the current investigation into the impact of employee engagement on performance is highlighted by these concepts, which highlight the importance of examining the idea.

Collective Bargaining

The term "employee participation" refers to teams that are comprised of members who have been chosen or elected to represent all grades of staff in the departments that were impacted by the adoption of a new system and policy. Not only does employee involvement through trade unions involve worker participation in forums that address strategic concerns, but it also involves worker participation in forums that address issues that are not related to the workplace or processes. According to Cotton (1993), this is identified as the form of employee participation that is most commonly mandated in countries all over the world. According to Cotton (1993), the various worker representatives "can come in the form of work council, worker representatives on the board of directors, or some other format." Both union-centered and

non-union mechanisms are included in the category of representative voice mechanisms, and it is possible for these two types of mechanisms to coexist at the organisation level.

According to Ngethe et al. (2012), the utilisation of a comprehensive set of efficient voice mechanisms has the potential to enhance the level of job satisfaction and commitment experienced by employees. It is common practice to repeatedly emphasise the democratic and existential advantages that come with having a voice in the workplace for employees. Additionally, there is data that suggests that firms with high involvement are connected with greater earnings. This relationship is especially significant when new forms of engagement are complemented with a substantial presence of unions in the workplace. Therefore, the coexistence of many types of voice ensures that employees will receive better remuneration in addition to the existential benefits that they receive. To put it another way, there is the possibility of a mixed impact on performance.

According to Meyer and Heppard (2000), a higher cost of labour may have a negative impact on financial performance, while a larger acceptance of decision making may have a positive impact on operational success. Union voice, on the other hand, necessitates that management relinquish their power and come to terms with the fact that there are two channels of authority within the company. The majority of workers are under the impression that collective bargaining and union voice are not options that any corporation would select. According to Wanyama and Mutsotso (2010), the unions are typically created in a combative spirit in order to campaign for the rights of workers or for salary improvements.

Concept of Organizational Performance

Organizational performance involves the actual performance or outcomes of an organization as assessed against its expected outputs, according to Richard, Devinney, Yip and Johnson (2009) (or goals and objectives). However, Sreekumar and Mahapatra (2010) identify organizational performance as an organization's ability to fulfill its mission through sound leadership, good governance, and continuous rededication to achieve results. Mission-driven, adaptable, client-focused, entrepreneurial, outcomes-oriented and sustainable are successful non-profits. As shown by Singh, Darwish, and Potočník (2016), the success of an organization can be calculated by organizational and financial results, but other metrics can be used. Customer satisfaction/dissatisfaction, customer retention/behavior, consistency of product and service, waste, flexibility, organizational capacities and yield/productivity are included in these steps. However, these steps must be in accordance with the mission and priorities of the organization.

Mehralian, Nazari, Nooriparto and Rasekh, (2017) proposed that effective organisational performance should be measured using a "balanced scorecard". According to Mehralian, Nazari, Nooriparto and Rasekh, (2017), organizational performance measurement requires measures that are not purely financial in nature, because many of the financial indicators are a result of critical operational measures. Therefore, argued that a combination of financial and operational measures is necessary for measuring overall organizational performance (Muda, 2019). Balanced scorecard measures include market share, changes in human resources skills and abilities,

customer satisfaction, product innovation, productivity, quality, and stakeholder performance (Muda, 2019).

According to Onyebueke and Wordu (2017), one of the most significant shortcomings of the balanced scorecard approach is that it is similar to a model that is tailored to a certain goal, rather than being generic or a generalised parameter. On the other hand, it is best suited for an all-encompassing evaluation of performance since it takes into account all four of the most important considerations of a successful organisation, which are financial, customer satisfaction, research and innovation, and internal satisfaction. Therefore, in order to accomplish the objectives of this study, the balanced scorecard was chosen as the method for evaluating the performance of individuals and organisations.

Organizational performance refers to both objective performance outcomes such as profit, return on investment; performance and growth as well as subjective performance outcomes such as quality of products and services, client satisfaction and innovativeness (Paauwe, 2004). Organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at a pre-determined time using the relevant strategy for action (Kombo et al., 2014). Organizational performance can also be used to view how an enterprise is doing in terms of the level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of the performance of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. Organizational capability is a prerequisite for organizational

performance. It refers to the firm's ability to develop its resource base in order to meet its expectations (Namusonge & Koech, 2012).

Empirical Review

This section reviews studies that has been done in relation to the subject area.

Effect of individual consultation in decision making on organizational performance at Imperial General Assurance

Previous studies have divergent views on the relationship between employee participation and organization productivity. For instance, Dede (2019) examined the relationship between employee participation in decision making and organizational productivity among staff in Cross River State Board of Internal Revenue, Calabar. Motivation theory and qualitative data collection approach were employed. The simple and purposive sampling techniques were used to obtained a sample of 80respondents for study, the questionnaire consisting of 40 questions on the various employee participation scenarios and an interview were administered.

Finding from the study indicated that when employees participate in decision making implementation becomes easy, and creates a good working environment, increases commitment and satisfaction on decisions taken and also increases employee's moral since the feel recognized and as part of the team in the organization and the direct consequence of all this improved productivity. The paper recommended that employees should be given the necessary skills and adequate training need in order to promote creativity and innovation in decision making and work attitude as this enhance organizational productivity.

Umar (2019) examined the relationship between employee's participation in decision making on organizational performance. An employee is also referred to as worker. An employee is an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Therefore, an employee is hired for a specific job or to provide labour and who works in the service of someone else referred to as the employer. On the other hand, an organization or organization is an entity comprising multiple people, such as an institution or an association that has a particular purpose.

A pilot study requires a range of few respondents (10-30), it was used by picking respondents at random, and the data collected were analyzed using tables and percentages. The research work has found out that involving employee in decision-making is very vital and important in achieving the highest peak in performance of an organization. In addition, Employees' participation in decision making positively affect their morale and enhances productive efficiency in the organization. Employee participation in decision making in an organization influence them positively by making them give in their very best to growth and development of the organization and Employee's non-participation in decision making in an organization can result to conflict between management and employees and lead to indifferent to the decision-making reached by the organizational productivity.

Harpreet (2019) examined the impact of employee participation in decision making on organizational productivity. Three objectives were raised which included: To assess the impact of employee participation in management decision making EMENITE PLC, to investigate the impact of

employee participation in management decision on productivity of the organization, to make recommendation based on the research finding. In line with 49 these objectives, two research hypotheses were formulated and two null hypotheses were posited. The total population for the study is 200 staff of EMENITE PLC, Lagos state.

The researcher used questionnaires as the instrument for the data collection. Descriptive Survey research design was adopted for this study. A total of 133 respondents made human processing engineers, electricians, senior staff and junior staff were used for the study. The data collected were presented in tables and analyzed using simple percentages and frequencies.

Employee participation in decision making has been found to have favorable effects on employee attitude, commitment and productivity even also on the efficiency of the managers. Thus, participative management should be seen as an inevitable tool in any organization both public and private. However, before this could be done or undertaken, a thorough examination of the organization policy should be looked into and amended to affect this. In this study, some recommendations have been made to increase the importance and benefits of employee's participation in decision making and its recognition.

Oyebamiji (2018) examined the influence of employees' participation in decision making on organization productivity with particular reference to Ladoke Akintola University of Technology (LAUTECH) Teaching Hospital, Ogbomoso, Oyo State, Nigeria. Purposive random sampling technique was used to select Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso Oyo State, Nigeria, while simple random sampling method was

used to select two hundred and five (205) respondents. Data were sourced via a structured questionnaire and frequency, percentage, means, standard deviation and linear regression analysis were employed to analyze the data. Results reveal that both direct participation and representative participation have positive and significant impact on organizational productivity.

Furthermore, results indicate that level of employees' participation in decision making in Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso is very low due to unwillingness of management to share decision-making with employees. The study therefore concludes that employees' participation in decisions making is an alternative paradigm to organization productivity.

Nwoko and Emerole (2017) examined the effect of employees' participation in decision making on organizational productivity, with reference to National Root Crops Research Institutes Umudike. Specifically, the study sought to: ascertain the impact of employees' participation in decision making on work commitment and examine the effect of employees' participation in decision making on the productivity of NRCRI Umudike. The study adopted survey research design; primary and secondary data were used. The population of the study consists of all the employees of the institution. Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20.

The major findings revealed that: there is a positive relationship between employees' participation in decision making and work commitment of the employees in the institution. Employees participation in decision making has a low positive effect on the productivity of the institution with

correlation coefficient. The study concluded that employees' participation in decision making have a positive effect on organizational productivity, and recommends that the management of National Root Crops Research Institutes Umudike should adopt adept participatory approach in administration/decision making in order to encourage employees' affirmative commitment to organizational goals and objectives.

Effect of employee delegation in decision making on organizational performance at Imperial General Assurances

Saha and Kumar (2017) assessed the impact of participation in decision making on job satisfaction, group commitment, and group learning. Data were collected from 397 managerial employees working in public sector undertakings across India. Structural equation modeling as a statistical technique and Warp as a statistical tool was used to verify the proposed relationships. The findings of the study suggest that participation in decision making had a positive and significant relationship with job satisfaction. Further, participation in decision making had significant impact on group learning, but had no impact on group commitment. Job satisfaction had a positive and significant impact on group commitment. Group learning was positively and significantly related to job satisfaction and group commitment. The results suggest that employee participation in decision making process is highly desirable as it elevates employee identification with their respective organization.

Ikechukwu and Chidinma (2017) examine the effects of employee participation on minimum wage determination, with reference to the Nigerian Labour Congress. The study adopted survey research design. The study

adopted survey research design. The sample of the study was 500 workers. The instrument used for data collection was a questionnaire. Multiple regression analysis and t-test were used to analyze the data. The major findings reveal that meetings with government representatives, collective bargaining process, and exerting upward pressure on the government and advising government are the major ways that the members of Nigerian Labour Congress actively participate in minimum wage determination in Nigeria.

Udu and Aturu-Aghedo (2016) also examine the impact of participative decision making on the performance in the Federal Airports Authority (FAAN), Lagos, Nigeria. A questionnaire was administered to 1020 young women and men (age range 24-44 years) who were selected through purposive sampling technique. The data collected were analyzed with Bavarian Statistical technique. The findings of the study reveal that the command-and-control strategy is no longer an adequate model in FAAN; a more collaborative framework that engenders greater organizational commitment and improved performance is in use as at the time of study which is considered appropriate for decision making in organizations.

Isichei, and Ukandi (2015) Investigated employee's participation in decision making and the hospitality industry in Nigeria, a study of selected hotels in the federal capital territory in Abuja. To guide the study, research questions and hypotheses were designed. An in-depth review of related literature was carried out. Primary data method was used for the study and the instrument used was a questionnaire survey designed using the Likert scale questionnaire format and administered to sixty respondents. Test of reliability of research instrument showed a result of .874 using Cronbach Alpha. Content

method was used for validity of the research instrument. Two Hypotheses was postulated in line with the objectives and research question to test the significance of the research problems.

The study used linear correlation and regression for analysis of data obtained from research instrument, which proved the alternate hypothesis significant in the two hypotheses tested. Findings in the study showed that employee's participation in decision making impacts on the performance of hotels in Nigeria. The study concludes there is a positive relationship between extent of employee's participation in decision making and organizational performance. The study recommends among others that participation of employees should not just be partial but holistic to give them a sense of belonging.

Jemilohun, Ekanem and Adebara (2015) assessed the importance of employee participation in organization decision making process, using the Le Meridien Ibom Hotel and Golf Resort, Uyo as a case study. The design of the study was a survey. The instruments used for data collection were questionnaire and interview. The sample for the study was 1743 female undergraduates. The data collected was analyzed using multivariate analysis of ANOVA, T-test, Regression and factor analysis. Result shows that gender and level of education had significant effects on employee relevance in the decision-making process while the effects of age, grade of staff and employee work division, showed insignificant effects.

Kazimoto, (2016) analyzes factors on employee engagement and performance from selected retailing business enterprises in Wobulenzi-Luweero City, Uganda. A questionnaire was administered to 120 selected

respondents, using purposive sampling technique. Measurement was done with the use of descriptive and inferential statistic approaches to consider responses from respondents and make decision accordingly. The study focused on measuring the employee engagement in relation with the organizational performance focusing on non-financial factors.

The findings show that the degree of retail employee engagement and the level of job satisfaction were very high in retailing enterprises in Wabulenzi-Luwero city. However, it was observed that in retailing organizations, employees were found it difficult to make equilibrium of work experience and house life with their employment. This study shows that despite the association between employee engagement and job satisfaction, there is no relationship between employee engagement and job assignment, which is an important key factor for organization performance. The results reveal that job assignment is critical for engaging employees to ensure organizations' longevity and profitability.

Erajesvarie and Shamila (2018) examined the impact of employee engagement on organizational performance has attracted much debate over the past two decades. This study examines the impact of employee engagement on organizational performance in an insurance brokerage as well as the factors that influence and shape employee engagement in the context of the organization. To achieve this objective, a qualitative research approach was adopted for this study. Using an inductive approach, interviews were conducted to gain insights into the factors that affect employee engagement and the data was gathered and analyzed using thematic analysis.

The key finding of this study was that there is an understanding of the concept of employee engagement and its impact on organizational performance. The study revealed that low engagement affected commitment and motivation levels of staff. The low employee engagement levels were produced by job design, ineffective communication, management approach, participation and incentives in the form of recognition.

Anthony (2017) examined the impact of Employees' Commitment on Organizational Performance in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The three commitments (Affective, Normative, Continuous) have been taken as independent variables and Organizational Performance as the dependent variable. Both descriptive and explanatory research methodologies were adopted in this study. A five-point Likert-Type scaled questionnaire was constructed and administered among selected Staff of Eravurpatru Divisional Secretariat.

The results of the study indicate that the Employees' Commitment (Affective, Normative, Continuous) are significantly related to Organizational Performance in Eravurpatru Divisional Secretariat. The research findings reveal that there exists positive relationship between the three commitments and Organizational Performance. It has also been proved from the results that there exists strong correlation between the three independent variables and Organizational Performance. These outcomes in turn are associated with guiding the top management for working towards increasing employees' commitment level, and the management should hire employees who are likely to become linked to the organization, this shall have a great impact and take the organization towards promising competitive edge.

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Barger, Kim, Kuncel and Pomerantz (2019) postulate that employee participation enhances performance. 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 are more willing to encourage employee participation. In support of this assertion, Gollan et al. (2010) posit that job satisfaction increases working capabilities at the time of implementation, leading to improved employee performance and overall organizational performance.

Smith, Wohlstetter, Kuzin and De Pedro (2021) also examined employee participation in decision making and its impact on performance. The population consisted of managers and employees in the three elected firms in Enugu Urban. The study revealed that participative decision making does not involve participation at all levels of management, there was a positive relationship between participative management and performance this means participative management results in increased performance. The investment

effort in the practice of participation was realized to have been yielding the desired output, i.e. increased performance.

Berg et al. (2019) conducted a study on the impact of representative employee participation on organizational performance. They conducted an inter-country study comparison of four neighboring countries – Belgium, Germany, the Netherlands and the United Kingdom. By reviewing the strengths and weaknesses of the theoretical and empirical literature and examining the distinctive features of the four countries with respect to their industrial relations systems, the researchers found that depending on the country at issue, works for councils or joint consultative committees exert influence in very different degrees, and also the power of trade unions differs substantially. The study demonstrated that variances in (formal and informal) rights and in group dynamics would greatly impact the effectiveness of any form of employee representation. This ultimately leads to the construction of an adjusted comparative model, which does aim to take all these differences into account, when explaining the relationship between worker participation and organizational performance.

Sofijanova and Zabijakin-Chatleska (2019) study explores the relationship between employee participation in decision making and problem-solving and perceived organizational performance in the Republic of Macedonia. The study analyzed the concept of employee participation by embedding it within a national culture context. The study found that effective use of employee participation was positively related to perceived organizational performance. More precisely, employee participation and empowerment programs, and the use of self-managing teams had a direct and

statistically significant correlation to the managerial perception of the organizational performance.

Yet again, Addai (2018) focused on examining the relationship between employee participation in decision making and their levels of motivation. The findings revealed that, although YEA workers get motivated when given a chance to participate in decision making, such motivation is not strong enough (weak positive correlation). Partaking in decision making makes employees feel satisfied with the job; makes them feel like part of the organization; and there is a reduction in autocracy.

Again, workers in the public YEA are more motivated when they take part in decision making than their counterparts in the private YEA. While managers are more inclined towards non- financial incentives (specifically intrinsic motivation), non-managers are more inclined towards financial incentives (extrinsic motivation). Finally, workers in YEA prefer more financial rewards than participation in decision making.

Besides, Wainaina, Iravo and Waititu (2019) investigated the effect of employee participation in decision making on academic staffs' organizational commitment in the private and public universities in Kenya. Targeting all the academic staff in public and private universities in Kenya, the study found out that employee participation in decision making significantly influences university academic staffs' organizational commitment in Kenya.

Effects of collective bargaining in decision making on organizational performance at Imperial General Assurance

Kubaison, Gachunga and Odhiambo (2014) explored the degree to which direct employee participation practices in the organization contribute to

organizational performance. Findings indicated a strong relationship between direct participation and performance of state corporations in Kenya. However, the study also found out that the most preferred mode of participation is direct participation, compared with direct individual-based participation.

Again, Abdulai and Shafiwu (2018) examined the relationship between participation in decision making and employee productivity among staff in Naara Rural Bank and Builsa Community Bank. Findings from the study indicated that when employees participate in decision making in the various forms, decision implementation becomes easy, creates a good working environment, increases commitment and satisfaction on decisions taken and also increases employee's moral since they feel recognized and as part of the team in the organization and the direct consequence of all this improved productivity.

Furthermore, in Ghana, Ghartey, Mensah and Ghartey (2016) in their paper, examined how the leadership approaches have influenced the participation and performance of LGs in the Central Region of Ghana. The study revealed that leadership approaches influenced participation but did not influence performance. Second, the leadership approaches of the Assembly members enabled the followers to feel enthusiastic and take responsibility but did not engender sustainability of development interventions. We recommend that leadership behavior, participation, communication and information flow should be improved at all levels of LGs; knowledge and skills of leaders and followers need enhancement; political interference and politicization of issues should be avoided; and adequate resources provided for the various structures. Also, the Assembly members should strengthen the links with their electorate.

Furthermore, the Assemblies should make the Sub-district structures functional.

In addition, Anteneh (2018) aimed at assessing the role of participation in decision making in improving organizational performance in the case of selected district of Hidasie Telecom Share Company. The study found that the effect of participation in decision making on employees' commitment was very high, which boost the performance of the organization. The finding also suggested that extent and mechanism participation in decision making have a strong and positive relationship with employees' commitment. Whereas the challenge of participation in decision making has a strong and negative relationship with employee's commitment. Finally, it has recommended that better Extent and mechanism of employees' participation and the avoidance of challenges associated with participation in decision making would continue to improve the commitment of employees towards organizational goal.

Equally, Oyebamiji (2018) examined the influence of employees' participation in decision making on organization performance with reference to Ladoke Akintola University of Technology (LAUTECH) Teaching Hospital, Ogbomoso, Oyo State, Nigeria. Results revealed that both direct participation and representative participation have a positive and significant impact on organizational performance. Furthermore, results indicated that the level of employees' participation in decision making in Ladoke Akintola University of Technology Teaching Hospital, Ogbomoso is very low due to the unwillingness of management to share decision-making with employees. The study, therefore, concluded that employees' participation in decisions making is an alternative paradigm to organization performance. Subsequently,

the study recommended that employees should be allowed to make a contribution to policy development as they play a major role in policy implementation, and this, among others will increase organizational performance.

Likewise, Asmamaw (2019) in a study assessed employee participation on the organizational decision-making process in the case of ECWC. The study found that there are few employees represented on the top level of management on decision-making process, while the proportion increase slightly to the middle and lower level of management, however, most of the employee didn't participate in any of the management levels. Based on the findings, the study recommended that management should encourage employee using different managerial techniques, management should increase employee on major issues of management decision making. Finally, Rana and Pathak (2020) in their study, attempted to explore the relationship and impact of employee participation on deviant workplace behaviors in the public employment agency. It was concluded in the study that employee participation had a significant negative impact on deviant workplace behavior, which further infers that workplace deviance would decrease with the increase in employee participation rate and vice-versa.

Conceptual Framework

The conceptual framework of this study is based on three independent variables, namely: employee consultation; employee delegation and collective bargaining with the organizational performance as the dependent variable. The influence of the independent variables on the dependent variable is illustrated in figure 1 below.

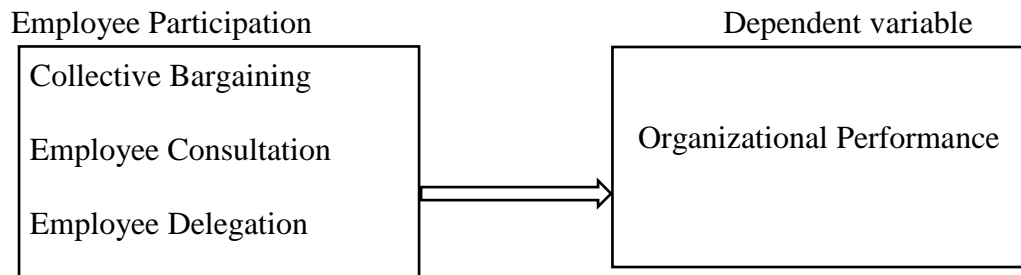


Figure 1: Conceptual Framework

Source: Author's Construct (2023)

From the above conceptual frame, employee participation in decision making can influence organizational performance either negatively or positively in the context of this study. The variables to be considered in association with employee participation in decision making are Consultation, Delegation, and Collective Bargaining. Thus, high performing effective organizations have a culture that encourages employee participation and participation and vice versa (Namusonge et al., 2012). Therefore, employees are more willing to participate in decision making, goal setting or problem-solving activities, which subsequently results in higher employee performance (Okechukwu & Hilda, 2014). Encouraging a more modern style of participatory management, raise employee performance and satisfaction, and even lower workers compensation rates.

Chapter Summary

This chapter has discussed the literature review about the topic under study. In addressing the issue, the theories underpinning the study were first discussed. This was followed by the explanations of concepts and later the empirical, analytical literature on participative decision making. Thus, the chapter was indirectly divided into two parts. Part one identified and explained the theoretical models and conceptual orientation on which the study was

hinged. Finally, the last section focused on empirical literature of the relationship between participative decision making and organizational performance with a conceptual framework within the context and scope of the study also discussed.

CHAPTER THREE

RESEARCH METHODS

Introduction

Research methods provide a clear and systematic approach to conducting a study, which facilitates the replication of the research by other researchers. Replication is crucial for verifying and validating research findings, increasing the confidence in the generalizability of results, and strengthening the overall body of knowledge in a particular field. The study analysed the influence of employee participation on employee performance of Imperial General Assurance. This chapter analyses the approach and the design that was employed in achieving the study's objectives. The study area, population, sample size and sampling approach has also been explained under this chapter. The data collection approach and instrument were also explained under this chapter. Finally, the data processing and analysis and the ethical consideration underpinning the study was also explained.

Research Paradigm

Saunders et al (2016) stated that post positivism relates to the paradigm that approaches issues which can be scientifically verified and also could provide basis for generalization. This indicates that, generation of facts is one that is not influenced by human interpretation. Developing hypotheses in this paradigm is based on existing theory. These hypotheses are tested and confirmed, in whole or part, or refuted, leading to the further development of theory which then may be tested by further research (Creswell, 2009; Saunders et al, 2016). To achieve the objectives of this study, it was appropriate to use

post positivism since these objectives were based on social exchange theory and human relation theory to analyze the study's objectives and relationships.

Research Approach

This research used the quantitative approach to describe the impact of employee participation and employee performance of Imperial General Assurance. Quantitative research approach allows the researcher to collect and analyze data quantitatively in order to achieve its purpose (Saunders et al., (2007)). This approach makes it suitable for examining relationships, its strength and magnitude likewise the effect or impact a variable has on another. Also, the approach ensures generalizations of the study's outcomes since the views are more objective than being subjective (Creswell & Creswell, 2017). Therefore, the researcher considered quantitative analysis to be the appropriate approach for the study.

Quantitative research enables the researcher to collect vast amounts of data rapidly and efficiently (Ho, 2015). This provides a broader view of the target demographic population than the survey participants (Saunders, et. al., 2016). A complete set of quantitative survey results aids in generalizing the conclusions of a study to the study population. According to Creswell and Creswell (2017), a quantitative questionnaire can be anonymous, allowing respondents to address delicate topics with complete candor.

Research Design

Saunders, Lewis and Thornhill (2003) identified three main types of research designs. These included explanatory, exploratory and descriptive design. Exploratory research is usually conducted when a researcher has just begun an investigation and wishes to understand the topic generally. The

exploratory usually considers the feelings and emotions of the respondents. Descriptive research aims to describe or define the topic at hand. Finally, explanatory research aims to explain why particular phenomena work in the way that they do. In other words, it analyses the causal relationship between the underlining variables. Based on the purpose of the study which seeks to analyse the effect of employee participation in decision making on organizational performance, the explanatory research design was deemed to be appropriate for the study.

Population

Saunders et. al. (2003) explained the population in the entire group that the researcher wants to draw conclusions about. The population of this study consisted of all the employees at Imperial General Assurance. The target population for this study consists of all the 268 workers in the various departments in Imperial General Assurance (IGA Report, 2022).

Sample Size and Sampling Procedure

This study employed a stratified random sampling technique to select respondents, to be included in the study. According to Crotty (1998), the stratified sampling method is a technique that recognizes subgroups in the population and their proportions, and picks an equivalent proportion from each sub-group to form a sample. The study employed the simple random in the analysis. This simple random approach gave all respondents equal chance to be part of the study. Based on the population size, the appropriate sample size was determined using Krejcie and Morgan (1970) table. Based on the Krejcie and Morgan (1970) table, the appropriate sample size for a population size of 268 is 159. The study therefore used a sample size of 159.

Data Collection Instrument

This study used a questionnaire as the main tool for data collection. The questionnaire was used because it was suitable for collecting data from a large population, which is literate and for information which could easily be described in writing (Saunders, et. al., 2016). The population of employees from Imperial General Assurance was relatively large, with the majority of them being able to read and write. The study was also interested in employee participation and employee performance related issues, which could easily be described in writing. The choice of the data collection tool was also consistent with similar studies conducted by other researchers in other locations (Plonsky, 2017).

The instrument consisted of a multidimensional 38-item scale developed to measure the variables underpinning the study. Ten (10) items which were adopted from Lucia-Palacios et al., (2020) were used to measure the construct, employee consultation. Eight (8) items adopted from Ugoani (2020) were also used to measure the construct, delegation. Ten (10) items from Cazes, Garnero and Martin (2019) were also used to measure the construct collective bargaining. Ten (10) items measuring organizational were also adopted from Garavan et al., (2021). Finally, four items were used to explain the demographic characteristics of the respondents.

Data Collection Procedure

A letter from the University of Cape Coast's Graduate School of Business was sent to Imperial General Assurance in order to seek permission for the data collection exercise from the institution's authority. The authorities then informed its workforce about the intended study. The purpose of the

study was explained to all participants. Date for questionnaire distribution to the participants were set on an agreed term. The questionnaire was to be self-administered to the respondents. In all, 159 questionnaires were issued to the respondents and the respondents provided the information needed accurately.

Data Processing and Analysis

According to Adèr and Mellenbergh (2008) analysis of data obtained for research is a method of editing, cleaning, transforming, and modeling data to take out useful information, suggestions conclusions, and supporting decision making. The questionnaires were coded before keying the data into Statistical Package for Social sciences SSPS (version 25.0) for analysis.

Data collected for this study were analyzed using Statistical Package for Social Sciences (SPSS) in performing descriptive statistics and inferential analysis (correlation and multiple regression). The descriptive statistics computed included frequency, percentages, mean, and standard deviation. These were used to analyze the objective one and objective three. The multiple regression was used to analyze the research objective two, thus, analyzing the effect of employee participation on organizational performance. All data were analyzed at a confidence level of 95% or $\alpha = .05$, as the minimum requirement in all business researches.

Validity

Validity is the degree to which a research result for the whole population may be generalized. Zikmund (2000) defines the validity of analysis as the degree to which analysis tools assess what they are meant to test. To ensure validity of questionnaires, the researcher reviewed other relevant literature and those literature supported the construct of the

instrument. Some of the items in the scales were scientifically validated items. Further, the designed questionnaire was submitted to the project supervisor for vetting, correction, and approval before distributed it to the respondents.

Reliability

Reliability applies to the reproduction and continuity of a sample to an earlier study (Saunders, et. al., 2016). Some of the reliability threats that was encountered in this study included participant error and participant bias. Saunders, et. al., (2016), described participants' error as any element which unfavorably modifies how a participant responds to an item on the instrument. On the other hand, participant bias could be any element which influences a respondent to produce a dishonest response (Saunders, et al., 2016). To avoid these problems, the researcher planned to distribute the questionnaires to respondents, for them to answer privately and at their sober moments. The reliability of the constructs that made up the scale were measured with the internal consistency approach (Cronbach's Alpha). A Cronbach's Alpha showed internal consistency. Pallant (2005) stated that if the constructs have a Cronbach Alpha of 0.7 and above, the scale is considered as being reliable.

Ethical Considerations

A researcher needs to put human dignity first in an attempt to acquire knowledge (William, 2011). The researcher, therefore, wishes to put in place measures that ensured respect for human dignity and ethical principles. The privacy of respondents and the confidentiality of the answers given were of significant ethical concerns to emerge in this report. As a remedy, items on the research instrument were designed to provide only information related to this research. Respondents were also allowed to ignore items they felt

uncomfortable with. Finally, Respondents were advised not to provide their names or any inscription that may identify them on the research instrument.

Chapter Summary

This chapter analyzed the research method employed under the study. The study used the explanatory research design by employing the quantitative approach. Also, out of a population of 268, a sample size of 159 were extracted. The stratified sampling technique was employed in the data collection. The study's objectives were achieved by using the descriptive statistics and the multiple regression. The Social Package of Social Science was employed in the data analysis.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

In this study, the purpose of the study has been to assess the influence of employee participation on the organizational performance Imperial General Assurance. Based on this main research objective, specific objectives were used to achieve the study goal. In line with these original research objectives and the method used, this chapter provides the results and discussion which reflect on the core study specific objectives as outlined in Chapter one. The first section discusses the demographic features of the respondents and the second section addresses the main specific research objectives of the study.

Demographic Characteristics of the Respondents

In this subsection, each demographic variable in the questionnaire is discussed. The demographic characteristics of respondents were in relation to gender, age, level of education, positions of the employees in Imperial General Assurance, and employees' years of work in Imperial General Assurance. All the results of the demographic questionnaire obtained via SPSS v. 22 are summarized in Table 1 below.

Table 1: Demographic Features of the Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	96	60
Female	63	40
Age		0
21-30 years	46	29
31-40 years	34	21
41-50 years	65	41
51years and above	14	9
Level of Education		0
SHS	25	16
Diploma	59	37
1st Degree	32	20
2nd Degree	29	18
Professionals	14	9
Positions of the Officer in the Service		0
Senior Staff	71	45
Junior Staff	65	41
Service Personnel	23	14
Employees' Years of Work		0
1-5 years	46	29
6-10 years	71	45
11-15years	14	9
16 years and above	28	18
Total	159	100

Source: Field Survey (2023)

Table 2 illustrates that there were more male participants than their females' counterparts in this survey. More than half of the respondents (60%, n=96) were males while the remaining respondents (n=63), (that is 40%) were females males. This implies that a lot of males appeared to have been employed in the organization in which is not surprising considering the nature of the work at Insurance Firm which is mostly technical in nature. Similarly, with respect to gender inequality in terms of employment in the country, it is not surprising. For example, from the Annual Report of Ghana Statistical Service, (2021) it is generally known that labour force participation rate of females remains lower than that of males. In Ghana, the labour force

participation rate of females has often trended below that of men, even though females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time, the share of females in wage employment is also lower than that of males.

On the age distribution of the respondents, it was found out that the majority of the respondents (65) are between the ages of 41 and 50 years, representing 41 percent. This higher percentage of lower-level employees gives the impression that there are more inexperienced workers in the company. Again, the result shows that 46 respondents representing (29%) were between 21 to 30 years which implies that in the service, most of the respondents are in their early age and that the company can be considered to have had a lot of potentials in terms of development in the future. In addition, 34 of the respondents representing (21%) were between the ages of 31 and 40 years. The least age group was those between 51 and above representing (9%) in the company. The overall implication is that relatively a small percentage number of employees are matured and presumably experienced in their career in the company.

With respect to level of education, 59 of the respondents were holding diploma. This represented 37 percent of the respondents. Thirty-two of the respondents were holding 1st Degree. This represented 20 percent of the respondents. Twenty-nine (29) of the respondents were holding 2nd Degree. This represented 18 percent of the respondents. Twenty-five (25) of the respondents were holding SHS certificate. This represented 16 percent of the

respondents. Fourteen (14) of the respondents were holding professional certificate. This represented 9 percent of the respondents.

Seventy-one (71) of the respondents were senior staffs at the organization. This represented 45 percent of the respondents. Sixty-five of the respondents were Junior staff. This also represented 41 percent of the respondents. Twenty-three (23) of the respondents were service personnel. This also represented 14percent of the respondents.

With working experience, seventy-one of the respondents had 6-10 years working experiences. This represented 45 percent of the respondents. Forty-six (46) of the respondents had 1-5 years working experience. This represented 29 percent of the respondents. Twenty-eight (28) of the respondents had 16 years and above working experience. This represented 18 percent of the respondents. Fourteen (14) of the respondents were between 11 – 15 years. This represented 9 percent of the respondents.

Reliability and Validity Test

Reliability and validity in research projects are significant to determine the degree to which the scales of the measurements are valid and reliable. To conduct this, the Cronbach Alpha test was used to investigate internal consistency of the constructs. The Cronbach Alpha acceptable test rate was 70% or 0.7 and any construct recording below this limit indicates poor internal consistency. The factor analysis was applied to examine the measurement scale validity. For an acceptable factor analysis number of vital hypothesis is important. For example, Kaiser-Meyer-Okline (KMO) values must be 50% (0.50) or more and the probability of Bartlett's Test of Sphericity must be significant ($p\text{-value} < 0.05$). Furthermore, the factor loadings of the elements

or items must be greater than 0.6 and the Average Variance Extracted (AVE) must be 0.5 or better (Hair, 2010). The reliability and validity of the individual constructs have been presented in detail below.

Validity and reliability results for Employee Consultation

In assessing the construct, ten elements were used to measure employee consultation. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.885), determinant (.025) and Bartlett's Sphericity Test ($X^2(25) = 508.464$; $p < 0.05$) assumptions were met, factor analysis was conducted on all ten items. The ten components used to measure the construct were highly loaded ($> .5$). On the ten (10) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .903. This suggests that the ten elements were accurate in measuring the employee consultation of the study. The naïve method was used to measure the Management support variable.

Table 2: Exploratory Factor Analysis on Employee Consultation

	Factor Loading
Performance review	.842
Changes in staffing levels	.832
Outsourcing	.860
Working time	.812
Redeployment of staff	.865
Training and development	.724
Suggestion schemes	.872
Attitude survey	0.776
Quality of service	0.981
Customer relations	0.716
Cronbach Alpha	0.903
Eigenvalue	3.363
% of Variance	67.26
KMO=0.885; $\chi^2=508.464$; df=15; p-value=0.000	

Source: Field Survey (2023)

Validity and reliability results for Employee Delegation

In assessing the construct, eight elements were used to measure employee delegation. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.886), determinant (.027) and Bartlett's Sphericity Test ($X^2(16) = 502.549$; $p < 0.05$) assumptions were met, factor analysis was conducted on all eight items. The five of eight components used to measure the construct were highly loaded ($>.5$). On the five (5) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .919. This suggests that the five elements were accurate in measuring the variable employee delegation. The naïve method was used to measure the competence variable.

Table 3: Exploratory Factor Analysis on Employee Delegation

	Factor Loading
Improving work processes	.820
Attendance and absence control	.827
Improving work processes	.897
Health and safety of patients	.906
Job rotation	.879
Cronbach Alpha	0.919
Eigenvalue	3.788
% of Variance	75.76
KMO=0.886; $\chi^2=502.549$; df=10; p-value=0.000	

Source: Field Survey (2023)

Validity and reliability results for Collective Bargaining

In assessing the construct, ten elements were used to measure collective bargaining. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.900), determinant (.007) and Bartlett's Sphericity Test ($X^2(36) = 1142.534$; $p < 0.05$) assumptions were met, factor analysis was conducted on all ten items. Five out of ten components used to measure the construct were highly loaded ($>.5$). On the five (5) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .945. This suggests that the five elements were accurate in measuring the variable collective bargaining. The naïve method was used to measure the variable collective bargaining.

Table 4: Exploratory Factor Analysis on collective bargaining

	Factor Loading
Management at my workplace directly consult trade union representative on changes in staff levels	.830
Management should cooperate more closely with the union and consult them on redeployment of staff	.859
The union at my workplace fights really hard for pay and condition of work of the members	.816
The leadership of my union has a political agenda that I don't share	.838
I believe my salary is fair for my responsibility	.855
Cronbach Alpha	0.945
Eigenvalue	6.287
% of Variance	69.854
KMO=0.900; $\chi^2=1142.534$; df=36; p-value=0.000	

Source: Field Survey (2023)

Validity and reliability results for Organizational Performance

In assessing the construct, ten elements were used to measure organizational performance. After the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (.773), determinant (.006) and Bartlett's Sphericity Test ($X^2(21) = 710.604$; $p < 0.05$) assumptions were met, factor analysis was conducted on all ten items. Seven (7) out of ten (10) components used to measure the construct were highly loaded ($>.5$). On the seven (7) items using the Cronbach Alpha, reliability tests were carried out. Cronbach's Alpha was registered at .833. This suggests that the seven elements were accurate in measuring the variable, organizational performance. The naïve method was used to measure the construct, organizational performance.

Table 5: Exploratory Factor Analysis on organizational Performance

	Factor Loading
The organisation is not able to meet the goals it sets	.633
The organisation functions smoothly with a minimum of internal conflict	.632
The organisation has enough human capital to accomplish its goals	.704
Resources needed for proper functioning of the organisation are always available	.769
The organisation is able to satisfy the owner(s) /shareholders	.723
Most employees are happy to work with my organisation	.745
Customers' expectations are often met	.733
Cronbach Alpha	.833
Eigenvalue	3.502
% of Variance	50.030
KMO=0.773; $\chi^2=710.604$; df=21; p-value=0.000	

Source: Field Survey (2023)

Effect of Employee Participation on Organizational Performance

The main objective of the study was to analyze the effect of employee participation on organizational performance. Employee participation was demarcated into three components. These components included individual consultation, employee delegation and collective bargaining. The objectives were achieved by using the multiple regression.

Diagnostic Tests

To draw inferences on the relationships of the study variables, diagnostic test was carried out. The tests were carried out to determine accurately the need to empirically analyze the data using the multiple regression analysis. As explained by Greene (2002), regression is accurately

estimated when the basic assumptions are observed. It was therefore deemed necessary to determine whether multicollinearity and auto correlation existed among the study variables. Collinearity test was conducted using variance inflation factor (VIF) while test of independence was done through Durbin Watson test.

Test of Multicollinearity

Multicollinearity in the study was tested using variance inflation factor (VIF). As explained by Field (2009) and Landau and Everitt (2004), VIF values that are less than 10 and tolerance values that are more than 0.2 rule out any possibility of multicollinearity among the study variables. The result of the study on multicollinearity is presented on Table 9.

Table 9 shows the VIF for the five variables, the predictor variables VIF values were less than 5, which ruled out any possibility of multicollinearity among the study variables as explained by Field (2009) and Landau et al. (2004). The findings imply that all the variables met the required threshold and the variables portrayed no multicollinearity. Hence regression could be conducted as there is no relationship between the variables.

Test of Independence

Independence of error terms which is also referred to as auto correlation test implies that observations are independent. It was assessed through the Durbin Watson (DW) test to ensure that the residuals of the model were not autocorrelated. According to Garson (2012), DW statistics that ranges from 0-4 and scores between 1.5 and 2.5 indicates independent observations.

From Table 7, with D.W = 2.053, ranged between 1.5 and 2.5, thus the residuals of the empirical model are not autocorrelated, the results implied that all the variables met the required threshold of less than 2.5 and that all the variables portrayed no auto correlation which complied with Garson (2012).

Test of Hypotheses

In testing for the hypotheses multiple regression analysis was used to empirically test the five hypotheses on whether to reject or fail to reject the null hypotheses. Regression analysis was applied to establish the strength and the magnitude of the relationship between the variables and to test the hypothesized relationships. The hypotheses were tested at 95% level of confidence in order to draw conclusion.

Goodness of Fit

Table 6 showed the model summary results estimated to show the explained variations through R^2 change between participation and organization performance. Table 6 gives the regression results on model summary. The regression analysis on Table 4.8 showed that the adjusted coefficient of multiple determinant = 0.712 which implied that employee consultation, employee delegation and collective bargaining explained 71.2% of the variation in organizational performance.

Table 6: Model Summary

				Std. Error	
Mod	R	Adjusted R		of the	Durbin-
el	R	Square	Square	Estimate	Watson
1	.4881 ^a	.7761	.712	.05161	2.053

Source: Field Survey (2023)

Joint Significance

Table 8 showed the ANOVA results estimated to show the model fitness through F-ratio results between employee consultation, employee delegation and collective bargaining and organizational performance. The regression results on Table 7 were also observed to have a good fit of the model as it was significant at ($F(3, 155) = 621.19, p < 0.05$), thus the proposed model fitted well.

Table 7: ANOVA

		Sum of		Mean		
Model		Squares	df	Square	F	Sig.
1	Regression	124.580	3	41.5267	621.19	.000 ^b
	Residual	10.362	155	.06685		
	Total	134.942	158			

Source: Field Survey (2023)

Table 8: Test of significance of each independent variable

		Unstandardized Coefficients	Standardized Coefficients	T	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	-.036	.022		-1.634	.105	
	Individual Consultation	3.221	0.497	0.029	6.481	0.00	1.007
	Employee Delegation	2.031	0.616	0.270	3.298	0.01	2.376
	Collective Bargaining	0.446	0.167	0.350	2.671	0.00	3.522

Source: Field Survey (2023)

Individual Consultation and Organizational Performance

The first objective of the study was to analyze the effect of individual consultation on organization performance of Imperial General Assurance. From Table 9, there was a positive and significant relationship between individual consultation and organizational performance [$B=3.221$; $t(158)=6.481$; $p<0.000$]. A unit increase in individual consultation would lead to a 3.221 increase in organizational performance. It can, therefore, be concluded that individual consultation has a significant impact on performance of Imperial General Assurance. The results show that without individual consultation, it will be difficult for the organization to increase in performance. It is proper individual consultation among employees that eventually positively influences the performance of Imperial General Assurance.

These all agree with studies conducted by Babin and Boles (2000) who asserted that organization's performance is about directing and supporting employees to work as effectively and efficiently as possible in line with the needs of the organization. The study indicated a positive relationship between individual consultation and organizational performance meaning that an effective individual consultative strategy can lead to increased organizational performance at Imperial General Assurance. However, the finding that consultation has the potential to increase organizational performance can said not to be surprising as this result is against the argument made by Wagner (1994). According Wagner (1994), employees' participation in decision making may primarily serve to make them feel good about their jobs and organizations but do little to increase firm's performance. Accordingly, Leanna (2016) identified a negative relationship with consultation and performance but not with satisfaction.

While these results are mixed, overall, the relationship between consultation and employee performance can be considered to be either negative or positive on the basis that effective consultation signals trust and support to subordinates who respond attitudinally and in terms of increased effort and performance (Chen & Aryee, 2021). However, without effective consultation employees will consider themselves as outsiders and therefore will not be committed enough to the work, which consequently could lead to lower performance (Okechukwu & Hilda, 2019). Thus, improved individual consultation enhances organization's productivity.

Employee Delegation and Organizational Performance

The second objective of the study was to analyze the effect of organizational delegation on organizational performance of Imperial General Assurance. From Table 9, there was a positive and significant relationship between employee delegation and organizational performance [$B=2.031$; $t(158)=3.298$; $p<0.000$]. A unit increase in employee delegation would lead to a 2.031 increase in organizational performance. It can, therefore, be concluded that Employee Delegation has a significant impact on performance of Imperial General Assurance. The results show that without employee delegation, it will be difficult for the organization to increase in performance. It is proper employee delegation among employees that eventually positively influences the performance of Imperial General Assurance. The use of an efficient individual delegation is supported by most of the employees at Imperial General Assurance. The respondents of the study believe the role of a proper employee delegation scheme in the organization makes work more enthusiastic which increases the performance level of Imperial General Assurance. This agrees with studies by Kombo, Obonyo, and Oloko (2019) who researched on the effects of delegation on employee performance in savings and credit cooperative societies in Kisii County, Kenya. The study established that effective delegation in organizations improves organizational performance at large.

Similarly, Jepkorir (2019) attempted to establish the effect of trade unions on organizational performance in cement manufacturing companies in Nairobi. Using a sample of three unionized cement companies, the results obtained indicated that trade unions play an important role in the work-life of

their members. The activities discharged such as collective bargaining, employee delegation, employee representation, embolden workers and eventually make them confident and productive thus spurring organizational performance.

In the same vein, Sofijanova and Zabijakin-Chatleska (2020)'s study explores the relationship between employee participation in decision making and problem solving and perceived organizational performance in the Republic of Macedonia. The study found that effective use of employee participation through employee delegation and collective bargaining were positively related to perceived organizational performance. More precisely, employee participation and empowerment programs, and the use of self-managing teams had a direct and statistically significant correlation to the managerial perception of the organizational performance. Therefore, investment effort in the practice of participation was realized to have been yielding the desired output i.e. increased performance of Imperial General Assurance.

Collective Bargaining and Organization Performance

The third objective of the study was to analyze the effect of collective bargaining on organizational performance of Imperial General Assurance. Table 9, there was a positive and significant relationship between collective bargaining and organizational performance [$B=0.446$, $t(158) = 2.671$; $p<0.00$]. A unit increase in collective bargaining would lead to a 2.671 increase in organizational performance. It can, therefore, be concluded that collective bargaining has a significant impact on performance of Imperial General Assurance. The results show that without collective bargaining, it will be

difficult for the organization to increase in performance. It is proper collective bargaining among employees that eventually positively influences the performance of Imperial General Assurance.

The use of an efficient collective bargaining system is supported by most of the employees at Imperial General Assurance. The respondents of the study believe the role of a proper collective bargaining scheme in the organization makes work more enthusiastic which increases the performance level of Imperial General Assurance. This agrees with studies by Kemelgor (2022); Prisca (2021); Sofijanov and Zabijakin-Chatleska (2019); Kubaison, Gachunga & Odhiambo (2019) who have been carried out on worker participation and organizational performance. All these studies have concluded that to increase workers' commitment and humanize the workplace, with the intention of improving firms' performance managers need to permit a high degree of employee participation through collective bargaining in decision making.

In addition, Anteneh (2018) found that the effect of participation in decision making through collective bargaining on employees' commitment was very high which boost the performance of the organization. This suggested that the extent and mechanism participation in decision making have strong and positive relationship with employees' commitment. While these results are mixed, overall, the relationship between collective bargaining and organizational performance can be considered to be either negative or positive on the basis that effective collective bargaining signals trust and support to subordinates who respond attitudinally and in terms of increased effort and performance (Chen & Aryee, 2017; (Okechukwu & Hilda, 2019).

Finally, Rana and Pathak (2020) in their study concluded in their study that collective bargaining had a significant negative impact on deviant workplace behavior, which further infers that workplace deviance would decrease with the increase in employee participation rate and vice-versa.

Chapter Summary

The chapter has provided an analysis of the data with respect to the key objectives of the study. The chapter began with a provision of key descriptive characteristics to understand the nature of the respondents of this study. The results indicated that individual consultation had a positive significant effect on organizational performance. The results showed that employee delegation at Imperial General Assurance had a positive effect on organizational performance of the agency. The results showed that collective bargaining at Imperial General Assurance had a positive effect on organizational performance of Imperial General Assurance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents a summary of the findings that emerged from the study and data analysis. It draws conclusions and makes recommendations on how best they can sustain and promote employee participation in decision making in order to increase performance of Imperial General Assurance. Finally, the suggestion for future research is also made.

Summary of the Study

The purpose of this study was to assess the influence of employee participation in decision making on the organizational performance of Imperial General Assurance. There were three main specific objectives, which the study aimed to achieve, and these included: examine the influence of employee consultation on the organizational performance; assess the influence of employee delegation on the organizational performance; determine the effects of collective bargaining on the organizational performance. The study was based on the views of 159 employees from the study area. A self-administered questionnaire was the main research instrument. The questionnaire contained several questions (items) and was subdivided into sub-scales. The maximum and minimum score for each question ranged from 5 to 1 where 5 stands for Strongly and 1, Strongly Disagreed.

Summary of Key Findings

With the assistance of the software known as the Statistical Package for the Social Sciences (SPSS 22.0 edition), the results of the survey were analysed. The following is a summary of the most important findings, with

their relevance to the particular goals of the study being taken into consideration. The initial purpose of the research was to determine the extent to which individual consultation has an impact on the performance of Imperial General Assurance. Based on the findings of the regression analysis, it was determined that there exists a substantial and robustly positive connection between individual consultation and the performance of Imperial General Assurance. There is a considerable relationship between individual consultation and the performance of Imperial General Assurance, as the findings clearly demonstrate.

Additionally, the second purpose of the research was to ascertain the extent to which the delegation of employees affects the performance of Imperial General Assurance. Based on the findings of the study, it was discovered that there was a significant connection between individual delegation and performance. Further investigation was conducted by the researcher to determine the significant level as well as the extent of the influence. It is possible to draw the conclusion that the delegation of responsibilities among employees has a good and consequential effect on the performance of Imperial General Assurance.

In conclusion, the final purpose of the research was to ascertain the extent to which collective bargaining had an impact on the performance of Imperial General Assurance. The findings of the study indicated that there was a relationship between collective bargaining and performance that was somewhere in the middle. Further investigation was conducted by the researcher to determine the significant level as well as the extent of the influence. As a result, it is possible to draw the conclusion that the

performance of Imperial General Assurance is significantly influenced in a positive way by collective bargaining.

Conclusion

This research was conducted with the intention of determining the extent to which employee participation has an effect on the overall performance of Imperial General Assurance as an organisation. It was decided to implement participatory decision-making procedures, which included individual consultation, individual delegation, and individual representation on the board. Determine the extent to which individual consultation has an impact on the performance of Imperial General Assurance was the first objective that needed to be accomplished. Individual consultation was found to have a favourable and significant effect on the performance of the organisation, as indicated by the findings. In Imperial General Assurance, the second purpose was to determine the extent to which employee delegation had an impact on the performance of the organisation. Additionally, the findings demonstrated that the implementation of individual delegation at Imperial General Assurance resulted in a favourable impact on the overall performance of the organisation. The final purpose of the research was to ascertain the extent to which collective bargaining had an impact on the performance of Imperial General Assurance. Based on the findings, it was determined that collective bargaining had a positive and significant impact on the performance of Imperial General Assurance.

Recommendation

Based on the study findings regarding the significance of employee participation in decision-making, it is crucial for management to fully support

and promote such involvement within the organization. When employees are actively engaged in decision-making processes, they experience a greater sense of confidence and value. This, in turn, boosts their loyalty and commitment to the organization, fostering a work environment where employees are more dedicated and motivated to achieve organizational goals. By empowering employees through meaningful participation, management can foster a positive organizational culture that enhances job satisfaction, reduces turnover, and drives higher performance levels across the workforce. Therefore, it is recommended that management places greater emphasis on creating channels and opportunities for employees to contribute to key decisions, ensuring that their voices are heard and their input is genuinely valued.

Additionally, the study highlights concerns regarding the limited effectiveness of collective bargaining within the organization, which was found to have the least impact on performance in the study area. This suggests that the practice of collective bargaining is not being fully utilized to its potential, possibly due to a lack of effective implementation or a failure to include employees at all organizational levels. In light of these findings, it is recommended that management critically evaluate and improve the use of collective bargaining as a tool for fostering organizational development. Management should be mindful of avoiding a high-power distance culture, where there is a clear hierarchical divide that alienates lower-level employees and limits their participation in meaningful discussions. In such an environment, subordinates are often expected to be passive observers rather than active contributors. To address this, collective bargaining should not be

seen as a token gesture but rather as a genuine, inclusive process that involves employees at all levels. This approach will ensure that the voices of all employees are heard, and their concerns are taken into account when making decisions that affect their work and well-being. Ultimately, effective and direct collective bargaining at all levels can significantly enhance organizational performance by promoting fairness, improving communication, and strengthening employee engagement.

Suggestions for Further Studies

As a consequence of the fact that this study relied on quantitative analysis, the employees were unable to provide a description of the circumstance and provide an explanation of the reasons that motivated the responses that were provided. Taking this into consideration, it is recommended that the mixed method, which includes both qualitative and quantitative approaches, be utilised. Because of this, the outcomes of the study will be easier to achieve because the two approaches will complement each other's shortcomings. In addition, additional research might be carried out in the future to address one of the drawbacks that was reported in this study, which was the small size of the sample. For the purposes of this study, Imperial General Assurance was the sole subject of investigation. This indicates that the number of respondents was rather low, and as a result, their opinions could not be generalised. As a consequence of this, the examination might be expanded to include other sections of the region in the future research, and it would also be possible to collect a wider range of perspectives from employees that could be generalised.

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APPENDIX
QUESTIONNAIRE

SECTION A

SOCIO-DEMOGRAPHIC DATA OF RESPONDENTS

To answer a question, either tick [✓] or write short notes on the space provided where necessary.

1. Gender:

- a. Male []
- b. Female []

2. Age:

- a. 21-30 years []
- b. 31-40 years []
- c. 41-50 years []
- d. 51years and above []

3. Level of Education:

- a. SHS []
- b. Diploma []
- c. 1st Degree []
- d. 2nd Degree []
- e. Professionals []

4. Positions of the Officers in the Service

- a. Senior staff []
- b. Junior staff []
- c. Service personnel []

5. Employees' Years of Work in the Organisation

- a. 1-5 years []
- b. 6-10 years []
- c. 11-15years []
- d. 16 years and above []

SECTION B**QUESTIONNAIRES ON EMPLOYEES' PARTICIPATION**

In a 5-point likert scale, where 1 – Strongly Disagree, 2 – Disagree, 3 – neither agree nor disagree (Neutral), 4 – Agree, and 5 – Strongly Agree, rate the following statements on the level of direct participation of employee through consultation, delegation and collective bargaining in your organization.

EMPLOYEE CONSULTATION

No	Statements	1	2	3	4	5
1	Performance review					
2	Changes in staffing levels					
3	Outsourcing					
4	Working time					
5	Redeployment of staff					
6	Training and development					
7	Suggestion schemes					
8	Attitude survey					
9	Quality of service					
10	Customer relations					

EMPLOYEES DELEGATION

No	Statements	1	2	3	4	5
1	Scheduling of work					
2	Quality of service					
3	Improving work processes					
4	Health and safety of patients					
5	Time keeping					
6	Attendance and absence control					
7	Attendance and absence control					
8	Job rotation					

COLLECTIVE BARGAINING

No	Statements	1	2	3	4	5
1	Management at my workplace directly consult trade union representative on changes in staff levels					
2	The union at my workplace really tries to cooperate with management					
3	The management in my organisation consult the trade union on changes in work processes.					
4	Management should cooperate more closely with the union and consult them on redeployment of staff					
5	Unions should fight really hard when employee interests are threatened					
6	The union at my workplace fights really hard for pay and condition of work of the members					
7	I feel loyal to my union					
8	I trust the union leadership style to keep their promises to me and other union members					
9	The leadership of my union has a political agenda that I don't share					
10	I believe my salary is fair for my responsibility					

SECTION C**ORGANIZATIONAL PERFORMANCE**

This section contains statements assessing the performance Imperial General Assurance. Please tick as appropriate in the boxes using a tick (✓) or cross mark (x) the statement that describes your agreement or disagreement with each of the statements. In a 5-point Likert scale, where 1 – Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 – Agree, and 5 – Strongly Agree, rate the following statements on the level of performance of your organization.

No	Statement	1	2	3	4	5
1	The organisation is not able to meet the goals it sets					
2	The organisation achieves its stated goals					
3	Each section understands the role it plays in achieving organisational goals.					
4	The organisation functions smoothly with a minimum of internal conflict					
5	Resources needed for proper functioning of the organisation are always available					
6	The organisation has enough human capital to accomplish its goals					
7	Financial supports needed are available for use					
8	The organisation is able to satisfy the owner(s) /shareholders					
9	Most employees are happy to work with my organisation					
10	Customers' expectations are often met					

Thank you