

Participative Decision Making and Employee Commitment in Selected Banks in Awka, Anambra State, Nigeria

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Abstract

The problem associated with poor decision making by bank management has affected banks to the extent that some banks no longer operate while some of the banks are struggling for survival. This study ascertained the relationship between management and employee commitment of Banks in Awka, Anambra State. The study adopted descriptive survey research design and convenience sampling technique was used to select 3 notable banks in Awka, Anambra State namely; GTBank Plc, First Bank Plc and Fidelity Bank Plc. Data were collected from 386 respondents with the aid of structured questionnaire. Data analysis were done using simple frequency and percentage tables while responses relating to research questions were analyzed using descriptive statistics (Mean). Hypotheses were tested using Pearson Product Moment Correlation Coefficient via Statistical Packages for Social Science (SPSS). Finding revealed that there is significant relationship between participative decision making and employee commitment in Banks of Awka, Anambra State by indicating positive relationship between participative leadership and normative commitment; also, employee group decision making is positively related to affective commitment. The study concluded that employee takes responsibility when they share in the decision making of the organization as they have knowledge of their roles and duties on the job. The study therefore, recommended that there is need to adopt participative leadership style at all levels of the organization. The study also advised that management should adopt group decision making especially cases of sensitive problems. This will reduce burden of decision making into components parts and foster affective commitment of employees.

Keywords: *participative decision, normative commitment, group decision making, employee commitment.*

INTRODUCTION

Over the years, workers unrest and agitations has rocked many organizations over the world and non-involvement of employees in decision-making process has accounted for many of these problems. Employees at the bottom of the management ladder are the ones who are expected to see to the implementation of these decisions, in most organizations, top management has sole authority over decision-making, lower-level management isn't involved in decision-making, their opinions weren't sought out, they feel belittled and unimportant, which leads to challenges that companies encounter when it comes to accepting those decisions and putting them into practice. They do not feel that decisions are being made with their input but rather that they are being "pushed down their throats." This leads to resistance to compliance or a careless attitude to implementation. The adoption of participative decision making has made it possible for effective control of weak aspect of an organization. Some firms are facing survival challenges due to poor decision as critical factors are not taken into consideration in the decision-making process (Katzenback & Smith, 2011).

The main aim in taking group decisions is the involvement of highest number of individuals in the process of decision making because the activities in banking organizations are numerous and

may not be fully monitored by management. This may prompt management to adopt delegations on concurrent issues affecting the firm. With the above background statement, the study of the relationship between participative decision making and employee commitment in selected Banks in Awka, Anambra State becomes necessary.

Statement of the Problem

The issue of failed banks seems to be attributed to decision making by Bank management as the banking system of Nigeria is stigmatized with acquisitions and mergers. While some reasons of failed banks were attributed to poor investment decision, others were attributed to mismanagement and corruptions within the banks. Though, bank management failed to adopt means where decision making would be seen from all facet of the organization. While some banks have suffered issues of mergers and acquisition as a result of poor decision which seems to land the organization in liquidation. Banks like former Oceanic Bank Plc, Diamond Bank Plc and Intercontinental Bank Plc no longer operate due to poor decision making. Participatory decision making would have been an effective approach to resolving the problem of failed decisions by banks. Involving employees in the decision-making process would have been a means of seeing the problems from the views of organizational membership as more grounds of decision-making failure could be detected.

During a survey visitation to First Bank at Enugu Onitsha Expressway Awka, some staff in the marketing department reported that they perform poorly in attracting potential customers to the Bank because they are given target without consulting the marketing staff so as to know the challenges affecting the staff. The staff reported that the department only adopts group decision once in a year usually at the beginning of the year. This seems to affect the affective commitment of employee as some staff may not have job passion if they repeatedly fail to meet the set target.

A survey visitation to Fidelity Bank Plc, Unizik Branch Awka, Staff from Teller reported that management usually invites departmental heads before taking decision on issues affecting the respective departments. Based on the report, it seems that participatory leadership is dependent on arising issues on department and not a regular practice in the organization. This may affect the normative commitment of staff as issues affecting them at workplace may not be resolved effectively. In the Marketing Department of GTBank Plc, Unizik Branch the means of achieving a synergy via teamwork may be affected by the decision making of management as staff from the Marketing Department of GTBank Plc, Unizik Branch Awka reported that decisions affecting teams is dependent on management and it has resulted to low affective commitment on the job. The effectiveness of team work in the organization seems to be affected by decisions of management which may be outside the team and may lack comprehensive knowledge of challenges affecting teams. It is against this backdrop that the study sets out to determine the relationship that exists between participative decision making and employee commitment in selected Banks in Awka, Anambra State.

Objectives of the Study

The broad objective of this study is to determine the relationship that exists between participative decision making and employee commitment in selected Banks in Awka, Anambra State. The specific objectives are;

1. To ascertain the type of relationship that exists between participative leadership and normative commitment in selected Banks in Awka, Anambra State.
2. To identify the extent of relationship between group decision making and affective commitment in selected Banks in Awka, Anambra State.

Research Questions

The following questions were formulated in relation to the objectives of this study;

- i. What type of relationship exists between participative leadership and normative commitment in selected Banks in Awka, Anambra State?
- ii. To what extent does employee group decision making relates to affective commitment in selected Banks in Awka, Anambra State?

Research Hypotheses

The following hypotheses were formulated for the study;

H₀₁: There is no significant relationship between participative leadership and normative commitment in selected Banks in Awka, Anambra State.

H₀₂: There is no significant relationship between employee group decision making and affective commitment in selected Banks in Awka, Anambra State.

CONCEPTUAL CLARIFICATIONS

Participative Decision Making

Nwigwe (2018) Participation involves individuals or groups in the process. Employee involvement in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation. 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 (Noah, 2011).

Participation in decision making is defined as sharing the decision making process in order to achieve organizational objectives. Individuals feel a sense of belongingness to the organization when they are allowed to make suggestions and participate in decision making process. This is due to the fact that employees who make decisions that have their consent in them are more likely to value outcomes (Knoop & Lui, 2011). Participation in decision making offers employees different levels of influence in making policies ranging from consultative committees to developing good relations with managers. When employees participate in decision making, it helps to build their commitment towards the organization. (Black & Gregersen, 2010).

Participative Leadership

Participative leaders involve their subordinates in the decision making process. Leadership style is called participative when the leaders set the goal while allowing the subordinates make decisions on work-related matters and pay attention to subordinates' values, seek their input on important decisions, they feel completely free to discuss things about the job even without their superior and they feel satisfied that they did. Democratic leadership style which later evolved to participative leadership style is a leadership process in which the leader has a master-master relationship with group members. The leader uses a consultative approach to encourage group participation in decision making. Thus leadership effectiveness is largely contingent on the extent the leader involves the subordinates in decision making, not only on his personality traits (Locke & Schweiger 1979; Mitchell, 2010).

Group Decision

Group decisions are taken by group of individuals constituted in the form of a standing committee, it is a type of participatory process in which multiple individuals acting collectively analyze problems or situations, consider and evaluate the alternatives courses of action and select from among the alternatives a solution or solutions. The main aim in taking group decisions is the involvement of maximum number of individuals in the process of decision making and Group decision making should be distinguished from the concepts of teams, team work and self-managed teams (Katzenback & Smith, 2011).

Employee Commitment

Sharma and Bajpai (2010) Employee commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organizational attachment of the individual to the organization. Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational levels.

Normative Commitment

Normative commitment involves staying with organization because you ought to stay. For example, an employee may feel a sense of obligation to stay with their employer during its time of need even though it is no longer advantageous to do so. The normative aspect develops as individuals' perception of their moral obligation to remain with a specific organization, irrespective of how much status improvement or fulfillment the organization gives the individual over the years. So normative commitment/obligation seen as a result of the receipt of benefits (which encourages a feeling that one should reciprocate), and/or acceptance of the terms of a psychological contract (Evans, Gunz, & Japard, 2012).

Affective Commitment

Several studies, describe the term commitment as an affective orientation of the employees toward the organization. Commitment refers to one's feelings of loyalty to a company or organization because he or she believes in the organization. Employees with affective commitment continue service with organization because they want to do so (Hafer, & Martin 2015). Hafer & Martin (2015) correlates affective commitment with work experiences where employees experience psychologically comfortable feelings (such as approachable managers), increasing their sense of competence (such as feedback). Affective commitment can also enhance job satisfaction because employees agree with the organization's objectives and principle because they feel they are treated fairly in terms of equity, and they receive organization care, concern, and support which is typically the result of a supportive work environment where individuals are treated fairly and the value of individual contributors is embraced.

THEORETICAL FRAMEWORK

Normative Theory of Participative Decision

Locke, & Schweiger, (1979) This theory of participative decision-making is applicable within organizational contexts. It involves the active involvement of employees in decision-making processes, contributing to increased motivation, job satisfaction, and commitment. The theory highlights that participative decision-making positively impacts relationships, teamwork, and the quality of decisions, ultimately leading to improved job performance, citizenship behaviour, labour relations, and organizational profits. The study argues that when employees are involved in the decision-making process, they tend to have higher job satisfaction, commitment to the organization, and intrinsic motivation. This reference highlights the normative aspect of participative decision-making by underscoring its positive effects on individuals and organizations. It also addresses challenges and types of participative decision-making, emphasizing its benefits for innovation and inclusivity.

Empirical Review

Nwigwe (2018) investigated the relationship between participative decision making and organizational performance of Roban Stores, Awka, Anambra State. The study was anchored on Path-Goal theory by Robert (1975). The study adopted descriptive survey research design and questionnaire was used to collect data from 67 respondents. Pearson Product Correlation

Coefficient to analyze the data collected. The result of the study revealed that there is significant positive relationship between Participative decision making and organizational performance. Specifically, Participative leadership is positively related to employee commitment. Also, there is significant positive relationship between shared leadership and employee engagement; finally, employee empowerment is positively related to organizational efficiency of Roban Stores, Anambra State. The study concluded that the involvement of employees in the leadership and management of organization will likely lead to sense of belonging of employee as well as accountability for task accomplished and also concluded that when employees are given the privilege to participate in the leadership of the organization, there is likelihood of self-development and job autonomy in the organization.

Nwafor (2017) ascertained the degree of relationship between performance management and performance of banking organizations in Awka metropolis, Anambra State. The study was anchored on goal setting theory by John Edwin Locke 1968. A sample of 177 respondents was selected using Taro Yamane formula. A total population of 318 consisting the populations of the selected bank organization. Data were collected through the use of a well-structured questionnaire from the sample of 177 respondents. Pearson product Moment Correlation used to analyze the data collated. The findings of the study revealed that there is significant positive relationship between performance management and organizational performance. The study concluded that effective performance of management promotes organizational performance as well as contributes greatly to the organizational members and managers should report performance to organizational members.

Balogun (2017) investigated levels of teacher's participation in decision-making as correlates of job satisfaction and morale in public senior secondary schools in Delta State. A sample size of 976 teachers in 36 public senior secondary schools in Delta State was drawn using stratified random sampling technique. The study was a correlation research aimed at determining the relationship among levels of participation in decision-making, job satisfaction and morale of teachers. Data collected were analyzed using Pearson's Product Moment Correlation Coefficient 'r' and multiple regression at 0.05 level of significance. The results obtained revealed that levels of participation in decision making was significantly related to teachers' job satisfaction and morale, and that there was a significant relationship among levels of participation in decision-making, job satisfaction, morale, sex and teaching experience of teachers. Based on the result of findings, the study recommends that autocratic style of leadership should not be employed by school principals, teachers be involved in as many decisions as they prefer, all categories of teachers regardless of sex or experience be involved in decision-making.

Ighella (2014) studied the factors that influence employee commitment, basing on a case study of Kenya Civil Aviation Authority (KCAA). A descriptive research design was adopted, to build a profile of the factors that influence employee commitment in KCAA. The population comprised a total of 168 employees from all the various organizational functions or divisions. Stratified random sampling technique was used to draw a sample size of 92 respondents. The data collection instrument was a tailor-made structured questionnaire developed. Methods used for analyzing data included descriptive, standard deviation, co-variance and correlation. The findings obtained from the study show that organizational factors have a strong influence on employee commitment. These factors include; organizational dependability, effectiveness of the organizations social processes, and the organizational climate. The study concluded that although all the organizational factors analyzed had an influence on employee commitment, demand for perfection and the organization having a strong management style had the strongest influence. The study, therefore recommended that within the context of a service industry the organizational factors where emphasis should be based are demand for perfection and the organization having a strong management style.

Stephen (2013) conducted a Study on the influence of job satisfaction, organizational commitment, and employee engagement on the intent to leave of public-school teachers in South Louisiana. In order to collect the necessary data, the following instruments were utilized: the Job Descriptive Index/Job in General, the Organizational Commitment Questionnaire, the Utrecht Work and Well Being Survey, three-point Intent to Leave instrument, and a demographic survey. A total of 244 useable responses to these instruments were completed by participating teachers. Findings revealed that the largest groups of teachers were of the Generation X age category. There were few significant relationships between the psychological variables and the demographic variables. Findings also indicated that the teachers were generally satisfied with their overall jobs. Negative correlations were found between scores for each of the three psychological measures of Job in General, Organizational Commitment, and Employee Engagement; and Intent to Leave.

Gap in Literature

Though, studies have been conducted on participative decision making but it seems to be aligned with organizational performance, employee performance, few studies focused on various aspects outside the concept of participative decision making such as performance management and organizational leadership but none of these studies sought to determine the extent of relationship that exists between participative decision making and employee commitment in selected Banks in Awka, Anambra State through the following identified gaps; No study sought to ascertain the type of relationship that exists between participative leadership and normative commitment in selected Banks in Awka, Anambra State. Secondly, studies have not identified the extent of relationship between group decision making and affective commitment in selected Banks in Awka, Anambra State.

MATERIALS AND METHOD

Survey research design was used for this study because the researcher is interested in gathering information about the variables; since the study involves eliciting data directly from the subject of the study. The type of survey research design that was adopted in the study is the correlation survey studies. Reason being that the study seeks to establish the type of degree of relationship that exists between the variables in this study. The study seeks to indicate the direction and magnitude of the relationship between the variables in the study. The population of the study comprised of 386 staff (management and employees) of the selected banks (GTB, Fidelity and First bank) and their various branches as outlined in table A. convenience Sampling Technique was used to select three notable banks; the selected banks and their locations are presented in the table below:

Table A: List of selected Commercial Banks and their Categories of staff positions and staff strength

| Bank | Branch Locations | Categories of staff positions and staff strength |
|--------------------------|--|---|
| Guarantee Trust Bank Plc | Nnamdi Azikiwe University, Awka. Eke-Awka, Awka | 53 |
| | | 38 |
| | Total | 91 |
| Fidelity Bank Plc | Nnamdi Azikiwe University, Awka. Regina Caeli Junction, Awka. Ziks Avenue, Awka | 46 |
| | | 38 |
| | | 33 |
| | Total | 117 |
| First Bank Plc | Ziks Avenue Nnamdi Azikiwe University, Awka. Enugu-Onitsha Expressway, Awka. Ukwu-oji, Awka | 30 |
| | | 56 |
| | | 48 |
| | | 44 |
| | Total | 178 |
| Grand Total | | 386 |

Source: Field data

Sample Size and Sampling Technique

The total population of the study was used as the sample size of the study, since the sample size is manageable and can be studied; therefore, the researcher used the entire population without sampling. The study made use of simple percentage Bowley's Proportion Allocation to determine the number of questionnaires that accrued to each of the selected banks (GTB, Fidelity and First Bank) used for the study. Thus, the formula:

Thus, the formula;

$$nh = \frac{n * Nh}{N}$$

n=sample size

nh= no of questionnaire to be administered

N= total population of study

Nh= total population in each organization of study.

Reason for applying Bowley's Allocation Proportion;

For determination of the number of questionnaires to distribute to the selected organization questionnaire appropriately based on their population.

$$\begin{aligned} \text{GT Bank} &= 91/386 \times 386 = 91 \\ \text{Fidelity Bank} &= 117/386 \times 386 = 117 \\ \text{First Bank} &= 178/386 \times 386 = 178 \end{aligned}$$

Method of Data Analysis

In this research, data collected were analyzed and quantified using simple mathematical tabular presentation based on frequency percentage. The data generated were analyzed mean, percentages and frequencies and hypotheses were tested using Pearson Product Movement Correlation Co-efficient of Statistical packages for Social Science (SPSS Version 23) at 5% level of significance. It was used to establish the degree of relationship between all the stated dependent and independent variables.

Analysis of Data Related to Research Questions

Decision rule: Decision are be made in relation to the averages of points allocated to the options in the questionnaire. The points are presented as strongly agree (SA-5 points), Agree (4 points), Undecided (U-3 points), Disagree (D -2 points) and strongly disagree (SD-1 point). The average of the points is $(5+4+3+2+1)/5 = 3.0$. Therefore, the mean score rating of below 3.0 is disagree, mean score of 3.0 is neutral and mean score of above 3.0 is agreed.

Research Question 1: What type of relationship exists between participative leadership and normative commitment in selected Banks in Awka, Anambra State?

Table B. Relationship that Exists between Participative Leadership and Normative Commitment in selected Banks in Awka, Anambra State.

| S/N | Questionnaire Items | SA | A | U | D | SD | Mean | Remark |
|---------------------------------|---|----|----|----|----|----|-------------|--------------|
| Participative Leadership | | | | | | | | |
| 1. | We have heads of department at all levels in my organization. | 76 | 87 | 6 | 94 | 79 | 2.96 | Disagree |
| 2. | Management ensures that all staff are responsible for their outcome. | 92 | 75 | 17 | 81 | 77 | 3.07 | Agree |
| 3. | Management consults staff with experience in the course of making decision. | 90 | 84 | 21 | 97 | 50 | 3.46 | Agree |
| 4. | Management seeks our opinion before making decision that concerns us. | 80 | 99 | 15 | 74 | 74 | 3.11 | Agree |
| Grand Average | | | | | | | 3.15 | Agree |

Table B. shows that respondents agree to the questions on participative leadership with grand mean of 3.15.

| S/N | Questionnaire Items | SA | A | U | D | SD | Mean | Remark |
|-----------------------------|---|----|-----|----|----|----|-------------|--------------|
| Normative Commitment | | | | | | | | |
| 1 | I work with the set goals in mind. | 87 | 132 | 8 | 73 | 42 | 3.44 | Agree |
| 2 | We observe work instructions while performing tasks in this organization. | 90 | 130 | 5 | 69 | 48 | 3.42 | Agree |
| 3 | We ensure that our performance level falls in line with set standard by management. | 70 | 82 | 27 | 85 | 78 | 2.94 | Disagree |
| 4 | There is operational guideline for regulating behaviour at work. | 86 | 84 | 12 | 85 | 75 | 3.06 | Agree |
| Grand Average | | | | | | | 3.22 | Agree |

Table B. also shows that respondents agree to questions relating to employee normative commitment with grand average of 3.22.

Research Question 2: To what extent does employee group decision making relates to affective commitment in selected Banks in Awka, Anambra State?

Table B₂. Relationship between Employee Group Decision Making and Affective Commitment in selected Banks in Awka, Anambra State.

| S/N | Questionnaire Items | SA | A | U | D | SD | Mean | Remark |
|------------------------------|--|----|----|----|----|----|-------------|--------------|
| Group Decision Making | | | | | | | | |
| 1. | We discuss issues affecting our section. | 76 | 88 | 43 | 83 | 52 | 3.15 | Agree |
| 2. | Management consults our team on issues affecting us. | 81 | 69 | 11 | 87 | 94 | 2.87 | Disagree |
| 3. | We treat issues in our section with already established plans. | 88 | 83 | 15 | 73 | 83 | 3.06 | Agree |
| 4. | Management supports feedback on decision in our section. | 84 | 83 | 13 | 83 | 79 | 3.03 | Agree |
| Grand Mean | | | | | | | 3.03 | Agree |

Table B. shows that respondents agreed to questions on group decision making with a grand average of 3.03 of 3.03. But disagreed to management consults team on challenges experienced while taking decision.

| S/N | Questionnaire Items | SA | A | U | D | SD | Mean | Remark |
|-----------------------------|--|----|-----|----|----|----|-------------|--------------|
| Affective Commitment | | | | | | | | |
| 1. | I love my job in my organization. | 85 | 112 | 19 | 69 | 57 | 3.27 | Agree |
| 2. | I can willingly work in this organization in the next decade. | 95 | 117 | 46 | 59 | 25 | 3.58 | Agree |
| 3. | I see members of my organization as a family. | 83 | 92 | 18 | 60 | 89 | 3.06 | Agree |
| 4. | I protect the image of my organization when dealing with public. | 78 | 96 | 53 | 52 | 63 | 3.22 | Agree |
| Grand Average | | | | | | | 3.28 | Agree |

Source: Field data

Table B. shows that respondents agreed to questions relating to affective commitment with grand average of 3.28.

Test of Hypotheses

Interpreting the Pearson Result

A positive correlation means that as one variable increases in value, the second variable also increases in value. Similarly, as one variable decreases in value, the second variable also decreases in value.

Decision Rule: Reject the null and accept the alternate if P-value < 0.05; if otherwise accept the null Hypothesis.

H₀₁: There is no significant relationship between participative leadership and normative commitment in selected Banks in Awka, Anambra State.

Table C. Correlation between Participative Leadership and Normative Commitment in Selected Banks in Awka, Anambra State.

| | | Correlations | |
|--------------------------|---------------------|--------------------------|----------------------|
| | | Participative leadership | Normative commitment |
| Participative leadership | Pearson Correlation | 1 | .783 |
| | Sig. (2-tailed) | | .054 |
| | N | 342 | 342 |
| Normative commitment | Pearson Correlation | .783 | 1 |
| | Sig. (2-tailed) | .054 | |
| | N | 342 | 342 |

Source: SPSS ver. 23 Outputs.

Result Summary

Table C. Shows that there is significant relationship between participative leadership and normative commitment with $r=-0.783$, $n=342$ and p value of 0.054 ($p<0.05$). Therefore, we reject the null hypothesis and conclude that there is significant negative relationship between participative leadership and normative commitment in selected Banks in Awka, Anambra State.

Hypothesis Testing Two

H₀₂: There is no significant relationship between employee group decision making and affective commitment in selected Banks in Awka, Anambra State.

Table D. Correlation between Employee Group Decision Making and Affective Commitment in Selected Banks in Awka, Anambra State.

| | | Correlation | |
|-----------------------|---------------------|-----------------------|----------------------|
| | | Group decision making | Affective commitment |
| Group decision making | Pearson Correlation | 1 | .091 |
| | Sig. (2-tailed) | | .026 |
| | N | 342 | 342 |
| Affective commitment | Pearson Correlation | .091 | 1 |
| | Sig. (2-tailed) | .026 | |
| | N | 342 | 342 |

Source: SPSS ver.23 Outputs.

Result Summary

Table D. shows that employee group decision making is related to affective commitment with $r=0.091$, $n=342$ and p value of 0.026 ($p<0.5$). Therefore, we accept the alternate Hypothesis and conclude that there is significant positive relationship between group decision making and affective commitment in selected Banks in Awka, Anambra State.

SUMMARY OF FINDINGS

The hypotheses tested revealed that there is significant relationship between participative decision making and employee commitment in Banks of Awka, Anambra State through the following findings;

- 1) Table C. shows that there is significant relationship between participative leadership and normative commitment with $r=-0.783$, $n=342$ and p value of 0.054 . The implication of these findings is that participative leadership imposes some level of responsibility on employee which confers employee commitment.
- 2) Table D. shows that employee group decision making is related to affective commitment with $r=0.091$, $n=342$ and p value of 0.026 . This implies that when employees are involved in group decision making in the organization, they automatically become part of the task.

Conclusion

The study concluded that employee takes responsibility when they share in the decision making of the organization as they have knowledge of their roles and duties on the job. It can be deduced that participative decision making facilitates quick response to challenging situation affecting employees at the work place. Employees will freely discuss challenging situation as well as provide solutions to the problem since management do not know it all. Participative leadership promotes job autonomy as employees can take responsibility of situations at the absence of management. Participative leadership puts employees in charge of organization dos and don'ts and tasks are achieved without prompt directive from management. The study also concluded that group decision making gives employees some sense of belonging and affective commitment to teamwork is guaranteed.

Recommendations

The following were recommended by the study;

1. There is need to adopt participative leadership style at all levels of the organization. This will encourage normative commitment of employees on the job.
2. Management should adopt group decision making especially cases of sensitive problems. This will reduce burden of decision making into components parts and foster affective commitment of employees.

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