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EMPLOYEE PARTICIPATION IN DECISION-MAKING AND JOB
COMMITMENT OF WORKERS IN DELTA STATE INTERNAL REVENUE
SERVICE

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ABSTRACT

The study examined the effect of employee participation in decision-making on job commitment of workers in Delta State Internal Service (DIRS), Asaba, Nigeria. Specifically, the sought to determine the relationship between employee participation in decision making and affective, continuance and normative commitment of workers in Delta State Internal Revenue Service. A descriptive survey research design was adopted and data was collected via a survey of one hundred and give (105) respondents randomly selected from the population of 143 employees. Data collected were analyzed using Pearson Product Moment Correlation and multiple regression analysis with the aid of Statistical Package for Social Science (SPSS) version 23. The results of the study showed that there is a significant relationship between employee participation in decision-making and affective commitment, continuance commitment and normative commitment of workers in Delta State Internal Revenue Service. As predicted, the study also revealed that employee participation in decision-making exerts a positive and statistically significant effect on job commitment of workers in Delta State Internal Revenue Service. Based on these findings, the study concludes that employee participation in decision-making has significant influence on job commitment of workers. The study therefore recommends among others that management should endeavour to involve their employees in decision-making in order to achieve optimum commitment of their workers.

JEL Classification: M1, M5

INTRODUCTION

One of the importance dimensions of leadership, whether in international or domestic situations is the degree to which top management invite employee participation in decision-making. In Nigeria, it is difficult to find hard data on employee participation because top management appears to be in the middle of autocratic to democratic decision-making styles.

However, participation in decision-making is a human resource management practice that signals to employees that they are valued by their employer. In the view of Miller and Monge (1986), employees who are involved in decision-making subsequently are better equipped to implement work procedures. In an efforts to increase organizational effectiveness, employee's satisfaction and productivity, "the participation of employees in the affairs of the organization has of recent be recognized in Nigeria as an important area of concern " (Jemilohun, Ekanem & Adebara, 2015:409 – 410).

According to French, Israel and As (1960), participation in decision-making boost employee morale because workers who are accorded recognition through participation perceive that management views them as intelligent, competent and valued partners. Thus, the participation of employee in the decision-making process results in relatively peaceful labour-management relations. The kind of behaviour and attitude exhibited by employees in an organization towards work can affect, either positively or negatively, organizational productivity is based on the kind of relationship that exist between employees and management (Ritzer & Stepnisky, 2014:237). It is for this reason that management should allow and encourage employee's involvement in decision-making on matters that affect them in the organization in order to extract their commitment to organizational goals and objectives. Commitment is simply refers to as "the loyalty and attachment of an individual or group to the organization" (Bello, 2012:233). Therefore, the importance of employee participation in decision-making to any organization, especially in the internal revenue service cannot be overemphasized.

Employee participation and its effect on job commitment of workers has been subject of discourse among management and social scientists from a wide range of disciplines in the last two decades. But very insufficient number of studies in this area has been conducted in Nigeria and no recent study has been conducted to examine the effect of employee participation in decision-making on job commitment of workers in the public service sector of Delta State. The bridge this knowledge gap, this study sought to examine the relationship and effect of employee participation in decision-making on job commitment of workers in Delta State Internal Revenue Service (DIRS) Asaba, Nigeria.

Review of Related Literature

Job commitment is defined as "a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization" (Meyer & Allen, 1991 cited in Bello, 2012:233). It is "a psychological stabilizing or helpful force that binds individuals to a course of action relevant to duties in an organization" (Carriere & Bourgue, 2009 cited

in Osagie, 2019:29). Job commitment had been used by organization to predict desired employee behaviour in the areas of performance, absenteeism and emotional attachment (Abdul, Tareq & Ying-Leh, 2015). It has been studied extensively in terms of its components, antecedents, correlates and consequences (Mathieu & Zajac, 1990).

Theoretically, job commitment consists of affective, continuance and normative. Affective commitment (AC) shows the extent to which the individual identifies with the organization (identification, involvement and emotional attachment). Continuance Commitment (CC) describes an individual's need to continue working for the organization based on the perceived costs associate with leaving. Normative Commitment (NC) shows the extent to which an employee believes he/she should be committed to the organization and may be influenced by social norms. These three dimensions suggest that people stay with the organization because they want to (affective commitment), because they need to (continuance commitment) and because they feel they ought to (normative commitment) (Myer & Allen, 1991; 1997).

The components of job commitment are characterized by different mindsets and are likely to have different implications for job behaviours (Powell & Meyer, 2004 cited in Elele & Fields, 2010). Affective commitment may be impact primarily by positive work experiences and perceived organizational support. It is the relative strength of an individual's involvement with the organization (Mowday, Steers & Porter, 1978). It is the emotional attachment of individual or group of individual to their job in an organization (Khan, Tariq, Hamayoun & Bhutta, 2014). Thus, affective commitment is characterized by a strong belief in and acceptance of an organization's goals and values, a willingness to exert considerable effort on behalf of the organization and strong desire to maintain membership in the organization (Mathieu & Zajac, 1990; Elele & Fields, 2010). Continuance commitment may be affected primarily by perceptions of external considerations or 'side bets' such relationship with other employees, years of employment, pension plans and retirement benefits. It is akin to calculate commitment, built on 'side bet' theory (Mathieu & Zajac, 1990).

Thus, continuance commitment describes the cost associated with leaving the organization as perceived by an employee (Carriere & Bourque, 2009). Normative commitment may be base on social pressure and obligation to an organization (Schappe & Doran, 1997). Feelings of obligation towards an organization may be influenced by an individual's familiar and cultural socialization which occur prior to and following entry into the organization (Allen & Meyer, 1996; Elele & Fields, 2012; Zaraket, Garios & Malek, 2018). Thus, normative commitment is an obligation to remain with an organization for moral or ethical reasons (Zhu, May & Avolio, 2004).

With respect to Meyer and Allen (1997), a committed employee goes to his/her work frequently, he/she is productive and effective during the entire working day, stays with the organization through ups and downs, cares for the organization's assets and ultimately shares the goals and values of the organization. In their studies, Dowell and Meyer (2004) and Elele and Fields

(2010) found that individuals are bound by sunk costs such as tenure and pension plans invested in the organization, and may therefore not be able to afford to separate themselves from these side bets. Committed employees are more likely to remain with the organization, work toward the attainment of organizational goals, exerts high levels of effort on behalf of the organization and show acceptance of the organization's major goals and values.

Employee Participation in Decision-Making

Participation in decision-making (PDM) has attracted academic attention in the last two decades. It has been argued that employee participation in decision-making is an element vital to improving job satisfaction in an organization (Kim, 2002); Han, Chiang & Chang, 2011; Elele & Fields, 2010; Irawanto, 2015). According to Shaed, Ishak and Ramli, 2015 cited in Oluwatayo, Opoko Ezema (2017: 195), participation in decision-making “was first used in the field of management by Coch and French in 1948, in an investigation on individual and small group performance. It has been studied in relation to forms (level of formality, level of directedness and degree of influence), length of participation long term or short term) and outcomes (job satisfaction, organizational commitment and employee motivation)”.

According to a classic definition, participation is described as involvement (Vroom, 1974). Employee participation in decision-making is describes as “sharing decision-making with subordinates to achieve organizational objectives” (Emamgholizadeh, Matin & Razavi, 2011: 3505). In a study investigating the preferences of employees for participative decision-making, Kahnweiler and Thomspson (2000:408) described participation in decision-making in terms of “the frequency with which employees participate in decisions involving the nature of how work is done, the way performance is monitored and evaluated, the pace of work, how work is assigned, hiring of co-workers, disciplining of co-workers, training needs, organizational goals and policies and important purchasing decisions”.

In the views of some organizational researchers such as Gibson and Ivanchevich (1992), Robbins, Judge and Sanghi (2009) and Elele and Fields (2010), there are several dimensions of participation in organization: (i) it is an opportunity for employees to achieve their goals, (ii) to seek ideas among the employees, and (iii) to assign responsibilities to employees. Also, in their view, Cotton Vollrath, Froggatt, Lengnick-Hall and Jennings (1988) ultimately categorized participation in decision-making as: (1) direct employee participation with management in making work-related decisions, (2) consultative participation where employee opinion are considered by managers in making decision, (3) employee partial ownership of the organization and (4) representative participation through a union or staff association.

Thus, participation is an organizational mechanism, giving employees the right to make decisions and the matching responsibility. In consultative management, employees' involvement is emphasized, requiring employees to understand a recent problem and later make a decision on its solution. There

are three concepts arising from this approach and they are: (a) emotional and mental involvement, (b) motivation in contributing to the organizational performance and (c) accepting responsibility (Davis & Newstrom, 1997). Therefore, employees' participation in decision-making increased their motivation, job satisfaction, successful teamwork with supervision, commitment to organizational goals and objectives and organizational effectiveness (Kim, 2002).

Participation in Decision-Making and Job Commitment

The study by Doucouliagos (1995) kindled a renewed interest in employee involvement issues. This is due to the growing evidence that employee participation increases their effort, which subsequently improves efficiency and productivity, reduces the cost of monitoring employees and leads to increased commitment (Cadwallader, Jarvis, Bitner & Ostrom, 2010).

Employee participation in decision-making is considered a key element in the successful strategies and plays an important role in determining the degree of job satisfaction which in turn increases the commitment of the employees as well as their motivation (Wood & De-Menezes, 2011). Also, Higgins (1982) argues that participation is a mental and emotional reflection that will lead to the fulfillment of individual and organizational goals, especially if supported by the organization's climate. Previous studies of employees in American and European contexts have revealed that job commitment may be predicted by individual employee characteristics such as personal competency, education and tenure; organizational characteristics such as participative leadership, bureaucratic structure and centralization of decision-making; and employee perceptions of work conditions such as leadership, job involvement and supervisory trust (Jermier & Berke, 1979; Angle & Perry, 1981; Decotiis & Summers, 1987; Mathieu & Zajac, 1990). Moreso, a study by Ladd and Marshall (2004) revealed that participation in decision-making is important to employees and, along with job satisfaction and effective organization commitment, is valued by them.

Previous studies by Jermier and Berkes (1978) and Rhoads and Steers (1981) have revealed that several job perceptions related to organizational commitment may be stronger among employees who are invited by their leaders to participate in decision-making. For instance, being afforded participation in decision-making may help employees attain higher order needs such as self-expression, equality, independence and respect, thereby increasing their morale and job commitment. Also, being provided opportunities for participation in decision-making may influence employees' perceptions of interpersonal justice in their relationship with a supervisor, which in turn may increase affective and normative commitment (French et al, 1960; Schappe & Doran, 1997; Bateman & Snell, 2011). Similarly, employee satisfaction with the amount of organizational information available enhances affective job commitment (Putti, Aryee & Phua, 1990; Cadwallader et al 2010; Elele & Fields, 2012). Studies conducted by Johnson (1992), Martin, Parsons and Bennett (1995), Elele and Fields (2012) and Irawanto (2015) have found a positive relationship between employee participation in decision-making and

organizational commitment. In line with the literature review, the following objectives and null hypotheses are formulated for the study.

Objectives of the Study

The major objective of this study was to examine the effect of employee participation in decision-making in job commitment of workers in Delta State Internal Revenue Service, Asaba, Nigeria. Specifically, the study sought to determine:

The relationship between employee participation in decision-making and affective commitment of workers in Delta State Internal Revenue Service, Asaba

The relationship between employee participation in decision-making and continuance commitment of workers in Delta State Internal Revenue Service, Asaba

The relationship between employee participation in decision-making and normative commitment of workers in Delta State Internal Revenue Service, Asaba

Hypotheses of the Study

The following null hypotheses were formulated for testing:

H₁: There is no significant relationship between employee participation in decision-making and affective commitment of workers in Delta State Internal Revenue Service, Asaba.

H₂: There is no significant relationship between employee participation in decision-making and continuance commitment of workers in Delta State Internal Revenue Service, Asaba.

H₃: There is no significant relationship between employee participation in decision-making and normative commitment of workers in Delta State Internal Revenue Service, Asaba.

METHODOLOGY

This study adopted the descriptive survey research design method. The study covers 143 administrative staff in Delta State Internal Revenue Service, Asaba, Nigeria. A sample size of one hundred and five (105) workers representing seventy three (73%) of the population was drawn for the study using Taro Yamane's (1967) random sampling formula. The formula was given thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = sample size
N = Target population (143) and
e = Level of significance (0.05)

Primary data was used for this study and they were sourced from questionnaire. Out of the 105 copies of questionnaire administered, 87 were retrieved and analyzed given us a response rate of 83%. Out of the 87 respondents, 51 were male staff and 36 were female staff.

The independent variable was employee Participation in Decision-Making (PDM). It was measured with the instrument developed by Monappa and Saiyadain (1979), who distinguished participation programmes in terms of: (i) providing relevant information, (ii) consulting with the supervisor and colleagues, (iii) providing alternative ideas to the supervisor/manager about the problem being faced and (iv) discussing recent issues among workers and supervisors. Five point likert scales was used to measure the twenty (20) items. The dependent variable was job commitment Meyer and Allen's (1997) job commitment scales were used to measure affective, continuance and normative commitment.

The reliability and validity of the instrument were designed to elicit needed information. The reliability was established through a trial test conducted on 30 respondents who also took part in the study. Cronbach Alpha method was used to establish the internal consistency of the instrument as shown in the table below.

Table 1: Reliability Statistics of Variables

Scale	Number of Item	Cronbach's Alpha
Employee participation in decision-making	20	0.713
Affective commitment	6	0.804
Continuance commitment	6	0.819
Normative commitment	6	0.830

The results yielded a coefficient of 0.713, 0.804, 0.19 and 0.830, which satisfied the recommended level of 0.70 for the research indicators (Cronbach, 1951). Experts in management sciences also judged the face and content validity of the instrument as adequate. Hence, researcher satisfied both the reliability and validity of the scale. Data collected were analyzed using Pearson Product-Moment Correlation and Multiple regression analysis with the aid of Statistical Package for Social Science (SPSS) version 23.

Results

Table 2: Correlation Matrix

Variables		Affective commitment	Continuance commitment	Normative commitment
Employee participation in decision-making	Pearson Correlation	.757**	.829**	.716**

	Sig. (2-tailed)	.000	.000	.000
	N	87	87	87

**Correlation is significant at 0.0 levels (2 – tailed)

Table 2 shows the correlation between employee participation in decision-making and job commitment (affective, continuance and normative) of workers in Delta State Internal Revenue Service, Asaba, Nigeria. There exist a significant positive high correlation between employee participation in decision-making and job commitment of workers ($r= 0.757, 0.829, 0.716$; $n = 87$; $p < 0.01$). This implies that employee participation in decision-making have a strong and positive relationship with affective commitment, continuance commitment and normative commitment of workers in Delta State Internal Revenue Service, Asaba. Therefore, the null hypothesis is rejected.

Table 3: Summary of Multiple Regression Analysis of Employee Participation in Decision-Making and Job Commitment

	R-Square	Adj. R-Square	Coefficient	F-Stat.	F.Sig.	T-Stat	T-Sig.	Dw
Affective Commitment	.703	.686	.446	23.112	.000 ^b	-.468	.000	957
Continuance Commitment	.649	.458	.538	16.075	.000 ^b	-.417	.000	1.934
Normative Commitment	.617	.492	.375	9.831	.000 ^b	-.283	.000	1.921

Source: Researcher's Fieldwork, 2020

Drawing on the model summary displayed by the regression analysis, we observed that R-square value which is the coefficient determination was .703 for the effect of employee participation in decision-making on affective commitment. This value means that employee participation in decision-making explains 70.3% increase in affective commitment of workers in Delta State Internal Revenue Service while the remaining 29.7% causes change in affective commitment of workers are explained by other elements not included in the model, but taken care of by the error terms. When coefficient of determination was adjusted for the degree of freedom, it yielded .686 or approximately 68.6%. This indicated the employee participation in decision-making account approximately 68.6% of systematic (change) in affective commitment after adjustment to degree of freedom. The Durbin Wastson statistic, which is 1.957, implies absence of serial autocorrelation in the

regression analysis and the model can be relied upon in making policies related to the subject matters. The F-statistics test of 23.112 at prob (Sig) = .000^b conducted at 5% level of significant depicted in the regression results revealed that overall, there exist statistically significant linear relationship between employee participation in decision-making and affective commitment of workers in Delta State Internal Revenue Service, Asaba, Nigeria. Similarly, the t-statistic of -.468 at p-value (Sig.) of .000 obtained in the model for affective commitment which is less than 5% level of significant also indicated that there is significant relationship between employee participation in decision-making and affective commitment of workers. The coefficient of .446 further indicated that one percent increase in employee participation in decision-making result in 44.6% increase in affective commitment workers in Delta State Internal Revenue Service, Asaba, Nigeria.

Also, from the model summary displayed above, the R-square value which is the coefficient determination for continuance commitment was .649. This implies that employee participation in decision-making explain 64.9% of increase or decrease in continuance commitment of workers in Delta State Internal Revenue Service, Asaba, while the remaining 35.1% causes change in continuance commitment are explained by other factors not included in the model, but taken care of by the error terms. The adjusted R-square value which was .458 in the regression model further indicated that the coefficient of determination when adjusted for the degree freedom yielded approximately 45.8%, hence the model can be relied upon in making policies since employee participation in decision-making accounted approximately 45.8% of systematic (change) in continuance commitment after adjusted the model to degree of freedom. The Durbin-Watson statistic which shows 1.934 implies absence of serial autocorrelation in the regression analysis. The F-statistic test of 16.075 at prob (sig.) = .000^b conducted at 5% level of significant depicted in the regression results revealed that overall, three exist statistically significant linear relationship between employee participation in decision-making and continuance commitment of workers in Delta State Internal Revenue Service, Asaba. Similarly, the t-statistic of -.419 at p-value (sig.) of .000 obtained in the model which is less than 5% level of significant relationship between employee participation in decision-making and continuance commitment of workers in Delta State Internal Revenue Service.

The coefficient of .538 in the model indicated that one percent increase in employee participation in decision – making result in 53.8% increase in continuance commitment of workers in Delta State Internal Revenue Service.

Finally, we observed that the R-square value which is the coefficient determination was .617 for the effect of employee participation no normative commitment. This value implies that employee participation in decision-making explains 61.7% increase in normative commitment of workers in Delta State Internal Revenue Service, Asaba, while the remaining 38.3% causes of change in normative commitment are explained by other elements not included in the model, but taken care of by the error terms. The adjusted R-square value which was .492 in the regression model further indicated that the coefficient of determination when adjusted for the degree of freedom yielded

approximately 49.2% of systematic (change) in normative commitment. This finding combined with the Durbin-Watson statistic of 1.921 which implies absence of serial autocorrelation in the regression analysis indicated that the model can be relied upon in making policies. The F- statistic test of 9.831 at prob (Sig.) = .000^b conducted at 5% level of significant depicted in the regression results revealed that overall, there exist employee participation in decision-making and normative commitment of workers in Delta State Internal Revenue Service. The result further affirmed the t-statistic of -.283 at p-value (sig.) of .000^b level of significant. The coefficient of .375 in the model indicated that one percent increase in employee participation in decision-making result in 37.5% increase in normative commitment of workers in Delta State Internal Revenue Service, Asaba.

Discussion of Findings

With respect to the main objective of this study, the study found that employee participation in decision-making has a significant and positive effect on job commitment (affective, continuance and normative commitment) of workers in Delta State Internal Revenue Service, Asaba, Nigeria. This finding is consist with the studies of Johnson (1992); Martin et al. (1995) and Elele & Fields (2020) conducted in United State and Nigeria that employee participation in decision-making increases job commitment. This finding also agreed with French et al (196) study that revealed the impact of employee participation in decision-making on workers' self- expression, respect, independence, equality, increase in morale and commitment. In support of this finding, Jemilohum et al (2015) demonstrated that employee participation in decision-making is closely linked to various management concepts such as total quality management, employee empowerment, job performance and job satisfaction. Oluwatayo et al (2017) in supporting the finding of this study, affirm that employee participation in decision-making is necessary for organizational effectiveness occasioned by resultant higher quality services, less employee turnover, increase job satisfaction and commitment and better decisions that result from employee participation. Also, the study revealed that employee participation in decision-making have a strong and positive relationship with affective commitment, continuance commitment and normative commitment of workers in Delta State Internal Revenue Service, Asaba. This finding is in agreement with Elele and Fields (2012) study. In support of this finding, Jemilohun et al (2015) discovered in their study at Le-Meridien Ibom Hotel and Golf Resort, Uyo, Akwa Ibom State that it is dangerous for the management to take decision without prior knowledge of the subordinate staff.

Conclusion and Recommendations

The study have revealed through it perceived findings that employee participation in decision-making have a positive and significant relationship with affective commitment, continuance commitment and normative commitment. Also, as predicted, the study shows that employee participation in decision-making has a positive effect on job commitment. Based on these findings, the study concludes that employee participation in decision-making

has significant influence on job commitment. As a result of the findings and conclusion reached in this study, the following recommendations were made to ensure affective commitment, continuance commitment and normative commitment of workers in organizations:

Management should endeavour to involve their employees in decision-making in order to achieve optimum commitment of their staff.

Employees should be encouraged to participate in decision-making and take control of their work tasks. This will go way to improve their work process and interpersonal work relationship.

Organizations should ensure that all their employees participate in decision – making. This will service as an opportunity for employees to learn and evaluate the impact of participation in decision-making on organizational performance.

The study suggested that further empirical work should be conducted on a larger sample using employees in hospitality industry.

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