

**EMPLOYEE INVOLVEMENT AND ORGANISATIONAL PERFORMANCE A CASE  
STUDY OF BEVERAGE FIRMS IN EDO STATE**

**ONOVWIEKPOMA CHARITY**

**MGS2106296**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**FACULTY OF MANAGEMENT SCIENCES**

**UNIVERSITY OF BENIN**

**BENIN CITY**

**OCTOBER, 2025.**

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**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS  
ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES, UNIVERSITY OF  
BENIN, BENIN CITY IN PARTIAL FULFILLMENT OF THE REQUIREMENT OF  
THE AWARD OF BACHELOR OF SCIENCIES, (B.Sc.) DEGREE IN BUSINESS  
ADMINSTARTION.**

**OCTOBER, 2025.**

## DECLARATION

I. The study was undertaken by **ONOVWIEKPOMA CHARITY** in the Department of Business Administration University of Benin, under the supervision of **Prof Joseph E. Agbadudu** of Department of Business Administration, Faculty of Management Science, University of Benin.

II. To the best of my knowledge this study has never been previously submitted for the award of a degree elsewhere and the research is conducted by me and all material consulted are duly acknowledge in the reference.

III. I also take responsibility for any liability that may flow from the work.

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**ONOVWIEKPOMA CHARITY**

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**Date**

## CERTIFICATION

This is to certify that this project was carried out **ONOVWIEKPOMA CHARITY** with Matriculation NO. **MGS2106296** to the Department of Business Administration, University of Benin, Benin City and approved in the scope and quality of partial fulfilment of the requirement of the award of Bachelor of Science (B.Sc.) Degree in Business Administration.

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**Prof Joseph E. Agbadudu**  
(Project Supervisor)

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**Dr. S. A. Adekunle**  
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Date

## **DEDICATION**

This research work is humbly dedicated to God Almighty, whose mercy, wisdom, and strength have been my constant help and guidance from the beginning to the end of this study.

It is also dedicated to my wonderful family, whose love, prayers, and encouragement have been the driving force behind my determination and success. Their belief in me has given me the courage to keep pushing forward even in challenging times.

## ACKNOWLEDGEMENTS

First and foremost, I'm grateful to God for His infinite mercy, grace, wisdom, and strength throughout my academic journey at the University of Benin.

My heartfelt appreciation goes to my supervisor, **Prof. Joseph E. Agbadudu**, for his guidance, commitment, and keen insight that made this project a success. My sincere gratitude also goes to my Head of Department, **Dr. D. O. Ogbeide**, and to all the lecturers in the Department of Business Administration, University of Benin, for their tireless efforts, knowledge imparted, and constant support throughout my years of study.

With joy in my heart, my deepest love and appreciation go to my parents, my beloved father, **Mr. Onovwiekpoma O. Samson** (of blessed memory) whose presence is deeply missed but whose spirit lives on, and my loving mother, **Mrs. Onovwiekpoma Doris**, whose prayers, encouragement, sacrifices, and unconditional love have been my greatest motivation. Thank you for your constant care and support, I'm forever grateful. To my siblings **Mr Onovwiekpoma prosper**(may your soul rest in peace) **Miss Onovughakpor Gloria**, **Miss Onovughakpor joy**, **Mr Onovughakpor O. Jerry**, **Miss Onovughakpor princess** thank you for the constant encouragement, support and prayer throughout this journey.

To my boss, **Mr. Michael Edeh**, who has become more like family to me, I am sincerely grateful for your kindness, encouragement, and support throughout this journey. It meant the world to me.

Finally, I dedicate this work to everyone who has supported me in one way or the other.

Your contribution, no matter how big or small, have played a significant role in my academic success.

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## **ABSTRACT**

This study examines the impact of employee involvement on organisational performance in selected beverage firms in Benin City, Edo State, Nigeria. The research focused on four key dimensions of employee involvement: participation in decision-making, delegation, consultation, and commitment.

The study uses a descriptive survey design, data were collected from 179 employees across beverage firms in Ikpoba Okha, Ovia North-East, and Egor Local Government Areas. The analysis was conducted using both descriptive statistics and multiple regression analysis via SPSS version 22. Findings revealed that employee participation in decision-making and consultation had significant positive effects on organisational performance, while delegation and commitment showed positive but statistically insignificant effects. The regression model accounted for 55.7% of the variance in organisational performance, indicating that employee involvement plays a substantial role in enhancing firm productivity.

The study concludes that consultative and participatory management practices are critical to improving performance, while delegation and commitment require better institutional support and implementation strategies. It recommends that management in beverage firms adopt integrated involvement frameworks that encourage employee voice and collaboration. This study contributes to the literature by offering empirical evidence on the multidimensional impact of employee involvement and provides practical insights for enhancing performance through inclusive organisational practices within the Nigerian manufacturing context.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Organisational performance is widely recognised as a central benchmark for assessing the effectiveness of firms in meeting strategic and operational goals (Aslam, 2023). It extends beyond financial outcomes to include efficiency, customer satisfaction, adaptability, and innovation, especially in competitive and dynamic markets. In developing economies such as Nigeria, performance is increasingly viewed in relation to resilience, sustainability, and market responsiveness, as organisations navigate fluctuating economic conditions and regulatory challenges (Aguilera, De Massis, Fini, & Vismara, 2024; Aslam, 2023). For beverage firms, which operate within the fast-moving consumer goods sector, organisational performance is particularly critical given the intense competition and demand for consistency in product quality and consumer loyalty (Akpa, Asikhia, & Nneji, 2021).

Employee involvement has become an essential element of organisational management for improved performance, shifting attention from hierarchical control to participatory approaches that encourage shared responsibility. It reflects a management philosophy that views employees as strategic partners rather than passive subordinates (Frega, 2021). In practice, employee

involvement enhances inclusiveness, strengthens workplace democracy, and fosters employee voice, all of which contribute to aligning individual and organisational goals (Bell & Reed, 2022). Within the Nigerian business environment, particularly in manufacturing and service sectors, organisations are increasingly adopting involvement strategies to address workplace challenges, stimulate creativity, and enhance productivity (Oyedele, Andah, & Romanus, 2023).

Employee involvement is typically reflected through dimensions such as participation in decision-making, delegation of authority, consultation, and employee commitment. Participation in decision-making ensures that employees contribute their perspectives to organisational issues, thereby improving the quality of decisions (Charles, Francis, & Zirra, 2021). Delegation of authority strengthens responsibility-sharing and creates opportunities for efficiency and accountability within the organisation (Alhosani & Ismail, 2022). Employee consultation, which involves seeking employees' opinions before decisions are finalised, reduces resistance and builds trust between management and staff (Ifeoma, Uzochukwu, & Raphael, 2023). Furthermore, employee commitment strengthens loyalty and motivates individuals to align their performance with the broader strategic objectives of the organisation (Nahak & Ellitan, 2022).

The link between employee involvement and organisational performance is intricate, with suggestions that inclusive management practices can foster innovation, adaptability, and competitiveness. By engaging employees in decision-making and related processes, organisations may achieve higher levels of productivity and service quality (Olaniyan, Olaniyan,

& Okunade, 2024). In addition, involvement enhances employees' sense of ownership and motivation, which can translate into improved organisational outcomes such as efficiency, customer satisfaction, and sustainable growth (Osazevbaru & Amawhe, 2022). For beverage firms, the implications of employee involvement for performance outcomes remain particularly relevant, raising the need for a closer examination of how these dynamics play out within the industry context.

## **1.2 Statement of the Research Problem**

In contemporary organisational practice, employee involvement has become a critical lever for driving performance outcomes, yet its application across industries remains uneven and context-specific. Nigerian beverage firms, as part of the fast-moving consumer goods sector, play a significant role in economic growth, employment generation, and consumer welfare. However, these firms often face challenges such as high competition, fluctuating consumer demand, rising operational costs, and workforce dissatisfaction, which collectively threaten their performance and sustainability (Aguilera, De Massis, Fini, & Vismara, 2024; Akpa, Asikhia, & Nneji, 2021). Globally, there is growing recognition that organisational success is not solely determined by financial resources or technology but also by the effective utilisation of human capital through participatory management systems (Frega, 2021; Bell & Reed, 2022). Within Nigeria, evidence suggests that employee involvement enhances productivity, fosters innovation, and improves adaptability in sectors such as manufacturing, banking, and public service (Amobi, 2021;

Oyedele, Andah, & Romanus, 2023). Yet, despite these findings, many beverage firms in sub-national contexts still operate with centralised decision-making structures, limited consultation processes, and weak delegation systems, which restrict employee voice and commitment. This disconnect between the proven value of employee involvement and its limited application in beverage firms raises critical questions about how these practices may be harnessed to improve organisational performance in Edo State.

A comprehensive review of existing studies indicates that employee involvement in decision making significantly influences organisational performance across diverse sectors including banking, manufacturing, public service, and pharmaceuticals (Daniel, 2019; Osazevbaru & Amawhe, 2022; Eneh, 2022). However, most of these studies either treat employee involvement as a single construct or focus on broad indicators such as engagement and enrichment without disaggregating the specific dimensions of participation, delegation, consultation, and commitment (Nnadi & Ndubuisi, 2021; Ifeoma, Uzochukwu, & Raphael, 2023). Methodologically, while some investigations adopt quantitative approaches such as regression analysis (Chukwuemeka, 2020; Amobi, 2021), others rely on descriptive statistics and correlation (Charles, Francis, & Zirra, 2021; Eze, Ogbuka, & Ugwu, 2022), thereby limiting inferential strength and generalisability. Furthermore, research efforts have been skewed toward public institutions or multinational corporations (Gede & Huluka, 2024; Sungmala & Verawat, 2021), leaving private-sector beverage firms in sub-national regions underexplored.

Consequently, there exists a contextual and methodological gap in understanding how disaggregated dimensions of employee involvement—specifically participation in decision making, delegation, consultation, and commitment—affect organisational performance within the beverage sector in Edo State. This study therefore seeks to fill these gaps by providing a focused, variable-specific analysis of employee involvement and organisational performance in beverage firms located in Benin City, covering Ikpoba Okha, Ovia North East, and Egor Local Government Areas.

### **1.3 Research Questions**

Arising from the above research problem, the following research questions are raised:

- i. How does employee participation in decision making influence organisational performance in beverage firms?
- ii. What is the effect of employee delegation on organisational performance in beverage firms?
- iii. In what ways does employee consultation affect organisational performance in beverage firms?
- iv. To what extent does employee commitment impact organisational performance in beverage firms?

## **1.4 Research Objectives**

The broad objective of this study is to examine employee involvement and organisational performance in beverage firms. Specifically, the study sought to:

- i. examine the influence of employee participation in decision making on organisational performance in beverage firms;
- ii. evaluate the effect of employee delegation on organisational performance in beverage firms;
- iii. investigate the impact of employee consultation on organisational performance in beverage firms; and
- iv. assess the effect of employee commitment on organisational performance in beverage firms.

## **1.5 Research Hypotheses**

The following hypotheses stated in the null form shall be tested ( $H_0$ ):

- i. Employee participation in decision making has no significant influence on organisational performance in beverage firms.
- ii. Employee delegation has no significant effect on organisational performance in beverage firms.

- iii. Employee consultation has no significant impact on organisational performance in beverage firms.
- iv. Employee commitment has no significant effect on organisational performance in beverage firms.

## **1.6 Scope of the Study**

This study focuses on examining the effect of employee participation in decision making, employee delegation, employee consultation, and employee commitment on organisational performance, thereby limiting its content scope to key dimensions of employee involvement as they relate to performance outcomes in the beverage sector. Geographically, the study is delimited to Ikpoba Okha, Ovia North East, and Egor Local Government Areas of Edo State, Nigeria, where several major beverage firms operate and contribute significantly to employment and economic activity. Under the study's selection include Nigerian Breweries Plc (Benin Brewery, Ikpoba Okha), Guinness Nigeria Plc Depot (Egor), Coca-Cola Hellenic Bottling Company (Benin Plant, Ovia North East), and Seven-Up Bottling Company Plc (Benin Plant, Ikpoba Okha). Other medium-sized and local beverage producers and distributors in these areas are also considered, as their inclusion provides a holistic view of the industry landscape in Edo State. The choice of these three local government areas is justified by their concentration of industrial hubs, accessibility, and their strategic role in beverage production and distribution within the South-South region of Nigeria. The temporal scope of the study is cross-sectional,

covering a three-month period from August to October 2025, during which data will be collected and analysed to provide insights into the prevailing state of employee involvement and its link with organisational performance in the sector.

### **1.7 Significance of the Study**

The significance of this study lies in its potential to provide evidence-based insights into how employee involvement practices contribute to organisational performance in beverage firms within Edo State, Nigeria.

**Management of Beverage Firms:** The findings will assist managers and executives in understanding how participation in decision making, delegation, consultation, and employee commitment directly influence organisational performance. This knowledge can guide the adoption of inclusive management practices that enhance productivity, innovation, and competitive advantage.

**Employees:** For employees, the study underscores the importance of their involvement in organisational processes, empowering them to recognise their contributions to overall performance. This awareness can enhance motivation, job satisfaction, and commitment, thereby fostering stronger workplace relationships and trust with management.

**Policymakers and Regulators:** The study provides policymakers, labour regulators, and industry bodies with empirical insights that can inform policy frameworks promoting participatory workplace practices. Such policies can strengthen industrial harmony, improve working conditions, and enhance organisational sustainability in Nigeria's beverage sector.

**Consumers and the Society:** Indirectly, consumers and the wider society benefit as improved organisational performance in beverage firms translates to better product quality, consistency, affordability, and corporate social responsibility initiatives. This creates a positive ripple effect on community development and economic growth in Edo State.

**Academia and Researchers:** For scholars and researchers, the study contributes to the growing body of knowledge on employee involvement and organisational performance in emerging economies. It provides a localised context that can serve as a reference point for further academic inquiry, comparative studies, and theory development.

## **1.8 Operational Definition of Terms**

The following key terms are operationally defined as used in the study:

**Employee Involvement:** This is the overarching concept describing employees' participation in organisational processes, including decision making, delegation, consultation, and commitment.

In this study, it is operationalised as a multidimensional variable with each of these four sub-dimensions examined separately.

**Organisational Performance:** This captures the overall effectiveness of beverage firms in achieving strategic and operational objectives. In this study, it is measured through indicators such as productivity, efficiency, profitability, and sustainability as perceived by management and employees.

**Employee Participation in Decision Making:** This refers to the extent to which employees of beverage firms are actively involved in making organisational decisions that affect their tasks, work environment, and overall firm direction. In this study, it is measured through employees' opportunities to contribute ideas and influence management decisions.

**Employee Delegation:** This denotes the process through which managers in beverage firms assign authority and responsibility to employees at different levels to carry out specific tasks. In this study, it is assessed by how authority is shared and the level of trust placed in employees to deliver results.

**Employee Consultation:** This describes the practice of management in beverage firms seeking and considering employees' opinions before implementing policies or operational changes. It is operationalised here as the frequency and quality of consultative engagements between managers and staff.

**Employee Commitment:** This refers to the level of loyalty, dedication, and willingness of employees in beverage firms to align their personal goals with organisational objectives. In this study, it is assessed by employees' willingness to remain with the firm and their readiness to go beyond routine responsibilities.

**Beverage Firms:** This refers to companies engaged in the production, bottling, and distribution of both alcoholic and non-alcoholic drinks in Edo State. In this study, it specifically includes firms such as Nigerian Breweries Plc, Guinness Nigeria Plc, Coca-Cola Hellenic Bottling Company, Seven-Up Bottling Company Plc, and other local producers.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter is broken down into three sections. They are as follows: conceptual literature, theoretical literature, and empirical literature. The conceptual literature examines some concepts related to the subject matter, the theoretical literature examines some relevant theories related to the topic under study, and the empirical literature examines some previous studies that are closely related to this current study with their findings.

#### **2.2 Conceptual Review**

This section provides the conceptualisation of the dependent variable organisational performance (as well as its determinants), and the independent variables, including employee involvement and its dimensions (employee participation in decision making, employee delegation, employee consultation, and employee commitment).

##### **2.2.1 Organisational Performance**

Organisational performance refers to the extent to which an organisation achieves its objectives and generates desired outcomes across financial, operational, and strategic dimensions (Aguilera, De Massis, Fini & Vismara, 2024). It is widely acknowledged as a comprehensive measure encompassing both quantitative and qualitative indicators that reflect the overall success,

productivity, and efficiency of an organisation (Aithal & Aithal, 2023). Contemporary scholarship views organisational performance not merely as financial returns but as a multidimensional construct that includes factors such as profitability, customer satisfaction, operational efficiency, market share, innovation, employee productivity, and sustainability outcomes (Ahmad, Mohamed Zabri & Atan, 2023). These dimensions together offer a holistic assessment of how well an organisation is functioning in relation to its goals, competitive environment, and stakeholder expectations. Performance measurement systems now integrate financial and non-financial metrics to capture the complex nature of organisational value creation, especially in dynamic, knowledge-driven economies (Oyewo, Olowo & Obanor, 2021).

Furthermore, recent definitions emphasize that organisational performance must be evaluated through a combination of internal benchmarks (such as productivity, quality, and innovation) and external metrics (such as customer loyalty, stakeholder engagement, and market reputation) (Aslam, 2023). Effective performance measurement increasingly includes employee-oriented indicators, such as human capital development and workforce engagement, which are critical for long-term competitiveness (Hervie, 2024). In this context, performance is viewed as both an outcome and a process: the outcome being the achievement of strategic and operational objectives, and the process referring to the deployment of organisational capabilities and resources (Nayak, Bhattacharyya & Krishnamoorthy, 2023). As global competitiveness intensifies, organisations are expected to measure performance not only through traditional

financial ratios but also through sustainability indicators, agility, and innovation capacity. Therefore, organisational performance is a dynamic and integrative concept reflecting the organisation's ability to continuously adapt, compete, and thrive in an evolving business environment (Holbeche, 2018).

### **2.2.2 Determinants of Organisational Performance**

Organisational performance is not determined by a singular factor, but by the interplay of various internal and external variables that influence the organisation's ability to achieve strategic goals, deliver value to stakeholders, and maintain long-term sustainability. Among these, leadership quality, strategic alignment, organisational culture, technological capability, and human capital development are regarded as foundational components that shape organisational performance outcomes.

#### **Leadership Quality**

Leadership quality remains one of the most vital and extensively studied predictors of organisational performance. The ability of leaders to set clear strategic direction, inspire commitment, and effectively manage people and resources directly impacts how goals are translated into measurable outcomes (Cai, 2023). High-performing leaders cultivate a vision-driven environment, instil shared values, and make strategic decisions that align internal capacities with external opportunities (Maung, 2024). They play a central role in crisis navigation, change management, and organisational transformation. Recent empirical evidence

shows that effective leadership fosters employee engagement, strengthens organisational learning, and supports innovation, all of which contribute to sustainable competitive advantage (Abdul-Azeez, Ihechere & Idemudia, 2024). The influence of leadership extends across functions, from shaping organisational priorities to promoting ethical culture, ensuring that leadership quality is both a catalyst and a conduit for performance across all levels.

### **Strategic Alignment**

Strategic alignment refers to the consistency and coherence between an organisation's strategic vision and its operational practices, structures, and employee objectives (Ghonim, Khashaba, Al-Najaar & Khashan, 2022). It entails ensuring that all levels of the organisation—corporate, functional, and individual—are working toward a unified set of goals. When alignment exists, organisations are more efficient in resource allocation, more effective in communication, and more successful in delivering value to customers and stakeholders (Martinsuo & Anttila, 2022). Conversely, misalignment can result in conflicting priorities, process inefficiencies, and goal ambiguity. Strategic alignment also plays a critical role in performance measurement, as it allows firms to focus on key performance indicators that are meaningful and actionable (Mtau & Rahul, 2024). Firms that have mastered strategic alignment tend to report stronger performance across customer satisfaction, innovation rate, market responsiveness, and financial metrics, reflecting its role as an integrative mechanism that harmonizes strategy with execution (Pertiwi, 2023).

## **Organisational Culture**

Organisational culture represents the system of shared assumptions, beliefs, values, and norms that govern behaviour within a workplace (Williams, 2022). It deeply influences how employees interact with each other, how decisions are made, and how the organisation responds to internal and external challenges. A strong, adaptive, and inclusive culture promotes trust, commitment, and mutual respect, which are key to innovation, resilience, and continuous improvement. Cultures that encourage collaboration, open communication, and risk-taking tend to facilitate innovation and problem-solving, while toxic or rigid cultures often stifle creativity and hinder performance (Akpa, Asikhia & Nneji, 2021). Organisational culture also affects employee retention, customer relationships, and brand reputation. Studies show that firms with performance-oriented cultures not only outperform their peers in financial terms but also show greater long-term sustainability (O'Reilly, Cao & Sull, 2024). Thus, culture is a soft yet strategic asset that shapes attitudes and drives behaviour toward achieving organisational excellence.

## **Technological Capability**

In the age of digital transformation, technological capability has emerged as a critical determinant of organisational performance. It encompasses the organisation's ability to adopt, integrate, and apply digital tools and systems to support operations, innovation, and decision-making (Obiki-Osafiele et al., 2024). Technological capability is more than infrastructure; it involves knowledge, digital skills, innovation processes, and adaptability to change.

Organisations that invest in IT systems, automation, business intelligence, and data analytics tend to experience greater operational efficiency, faster decision cycles, and enhanced customer experiences (Atobishi, Moh'd Abu Bakir & Nosratabadi, 2024). In manufacturing, services, and knowledge industries alike, technology enables process standardisation, cost reduction, and the scalability of operations. Moreover, it is closely linked to strategic agility—the organisation's capacity to swiftly adjust to market shifts, regulatory changes, and technological disruptions (Sony, Antony & Mc Dermott, 2023). As digital ecosystems expand, firms that fall behind in technological capability risk obsolescence, making it an indispensable pillar of modern performance.

### **Human Capital Development**

Human capital development refers to the process of enhancing employee capabilities through education, training, upskilling, and career development initiatives (Nwachukwu, 2024). A knowledgeable and skilled workforce serves as a foundation for innovation, quality service delivery, and operational excellence. Organisations that invest in continuous learning, leadership development, and talent retention cultivate a workforce that is not only competent but also resilient and adaptable in changing environments. High levels of employee competence directly influence productivity, customer satisfaction, and innovation outcomes, all of which contribute to superior performance (Hajiali, Kessi, Budiandriani, Prihatin & Sufri, 2022). Furthermore, human capital development fosters organisational commitment and reduces turnover, creating a stable

internal environment conducive to long-term success. Strategic human resource practices that align development goals with organisational needs enable firms to mobilise their workforce as a competitive resource (Holbeche, 2022). As such, in knowledge-intensive and service-based industries especially, human capital is not merely a support function but a strategic driver of organisational value creation.

### **2.2.3 Employee Involvement**

Employee involvement refers to the structured and intentional efforts by organisations to engage employees in decision-making processes, task-related improvements, and organisational development activities that go beyond their routine job roles (Ogbonda, 2023). It is widely regarded as a strategic human resource management practice aimed at enhancing employee contributions to organisational effectiveness. According to Markos and Sridevi (2019), employee involvement involves empowering employees with the autonomy and authority to influence decisions, particularly those related to their work, while simultaneously fostering a sense of belonging and commitment (Frega, 2021). This concept has evolved to encompass not only formal participation in committees or feedback systems but also informal channels such as open communication, employee-led initiatives, and inclusive leadership practices (Dimmock, 2022). The central aim is to tap into employees' tacit knowledge, foster ownership, and promote collaboration in achieving organisational objectives.

In contemporary organisational discourse, employee involvement is considered a critical enabler of agility, innovation, and sustained performance. As noted by Nurbaya and Kristanto (2025), when employees are actively involved, they are more likely to demonstrate higher levels of job satisfaction, discretionary effort, and alignment with organisational goals. Recent empirical evidence also shows that high levels of involvement are positively correlated with reduced turnover intentions, enhanced problem-solving, and improved organisational adaptability (Nguyen et al., 2024). Furthermore, employee involvement is now increasingly linked to broader organisational priorities such as employee wellbeing, diversity, and inclusion, reflecting a shift from transactional to relational approaches in people management (Bah, Sun, Hange & Edjoukou, 2024). Thus, employee involvement represents both a managerial tool and a cultural value that positions employees as key partners in driving organisational success.

#### **2.2.4 Employee Participation in Decision Making and Organisational Performance**

Employee participation in decision making refers to the process through which employees are granted the opportunity to influence organisational decisions that affect their work and the broader goals of the firm (Charles, Francis, & Zirra, 2021). It involves mechanisms that allow employees to contribute their knowledge, experience, and preferences to both strategic and operational matters. This form of participation can be direct—through involvement in decision-making teams, suggestion schemes, or open forums—or indirect, such as representation via trade unions or employee committees. As highlighted by Jiang and Shen (2023), meaningful

participation enhances transparency, builds mutual trust, and cultivates a sense of shared purpose between employees and management. Moreover, contemporary evidence indicates that participation not only strengthens employees' sense of value and engagement but also improves decision quality as well as organisational performance by incorporating diverse perspectives (Galeazzo, Furlan & Vinelli, 2021). The construct is considered vital in modern organisations pursuing flatter hierarchies, agile responses, and collaborative work environments where employee input becomes a strategic resource for innovation and performance (Omachi & Ajewumi, 2024).

### **2.2.5 Employee Delegation and Organisational Performance**

Employee delegation is the act of transferring decision-making authority and responsibility from managers to subordinates, enabling them to exercise judgment and autonomy within defined boundaries of their roles (Jusdienar, Firdaus & Zandrato, 2024). Delegation is not merely about assigning tasks but involves empowering employees to take ownership of outcomes, make independent decisions, and contribute to goal achievement with minimal supervision. It is widely recognized as a key component of empowering leadership and high-involvement work practices. According to Tomizh, Saadon, Nordin and Almahasneh (2022), effective delegation fosters organisational performance through employees' competence, intrinsic motivation, and job satisfaction, as it signals managerial trust and a commitment to developing employee capabilities. Furthermore, delegating authority has been linked to increased productivity,

innovation, and faster decision-making, particularly in dynamic organisational contexts (Alhosani & Ismail, 2022). As organisations evolve toward more decentralized and knowledge-intensive structures, delegation becomes a critical lever for organisational responsiveness and workforce development (Jerab & Mabrouk, 2023).

### **2.2.6 Employee Consultation and Organisational Performance**

Employee consultation refers to the formal or informal processes through which management seeks the opinions, feedback, and perspectives of employees on organisational matters, especially those that impact working conditions, job roles, or strategic change (Kougiannou, Wilkinson & Dundon, 2022). It is a dialogic practice that emphasizes communication and reciprocity between managers and staff, often operationalized through meetings, surveys, focus groups, or representative discussions. As defined by Wilkinson, Barry, and Morrison (2020), consultation is integral to participatory management, fostering inclusion and preventing unilateral decision-making (Bell & Reed, 2022). Unlike participation in decision making, consultation does not necessarily confer decision rights to employees but allows them to voice their concerns, share insights, and contribute to the decision-making process. Recent studies underscore that meaningful consultation enhances employee trust, reduces resistance to change, and strengthens organisational commitment (Bah et al., 2024). Thus, consultation is a vital channel for building organisational cohesion and ensuring that employee voices are acknowledged in policy and operational matters.

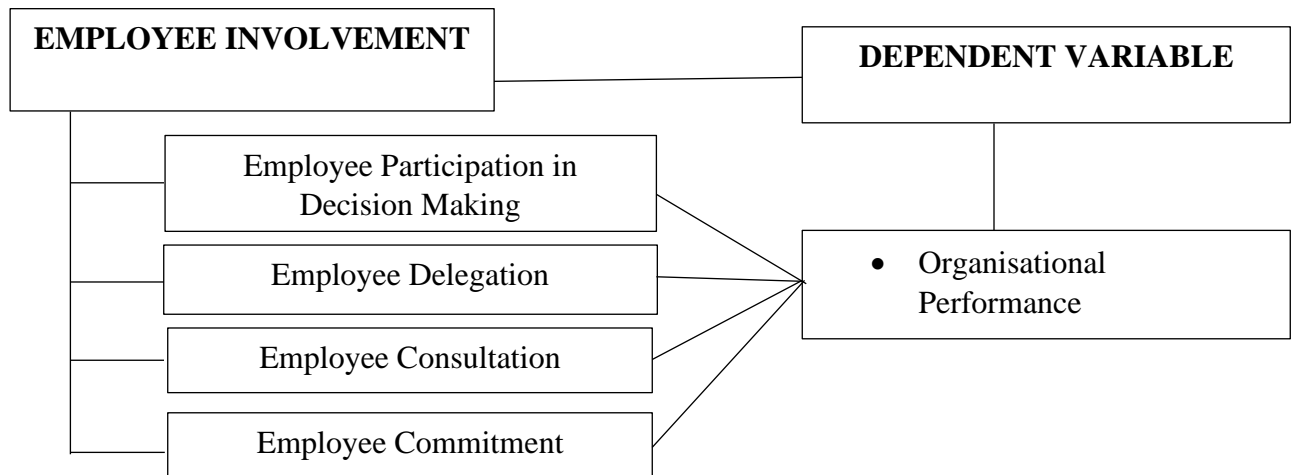
### **2.2.7 Employee Commitment and Organisational Performance**

Employee commitment represents the psychological attachment and emotional bond an employee has with their organisation, characterized by a strong belief in organisational goals, a willingness to exert effort on behalf of the organisation, and a desire to maintain membership in the organisation (Nahak & Ellitan, 2022). It encompasses affective, continuance, and normative dimensions—each reflecting different motives for staying with an organisation. Affective commitment, in particular, is seen as the most desirable form, wherein employees identify with and are emotionally invested in the success of their organisation. Nurbaya and Kristanto (2025) assert that committed employees are more likely to perform at higher levels, exhibit organisational citizenship behaviours, and contribute to long-term organisational sustainability. Recent empirical work also connects high employee commitment with improved organisational performance, reduced turnover intentions, enhanced resilience during change, and stronger alignment with strategic goals (Mujajati, Ferreira & Du Plessis, 2024). In an era where organisational loyalty is increasingly contingent on value alignment and meaningful work, fostering employee commitment has become a central focus of strategic human resource management.

### 2.3 Conceptual Framework

The conceptual framework which links the independent variables (employee participation in decision making, employee delegation, employee consultation, and employee commitment) of the study to the dependent variable (organisational performance) is presented in figure 2.1.

**Figure 2.1 Conceptual Framework**



**Source: Researcher's Conceptual Framework (2025).**

## **2.4 Theoretical Review**

Four major theories are pertinent to this study, including resource-based view of the firm, high involvement work system theory, human capital theory, and goal-setting theory.

### **2.4.1 Resource-Based View (RBV) of the Firm**

The Resource-Based View of the firm offers a comprehensive theoretical lens through which employee involvement can be understood as a core driver of organisational performance. As initially articulated by Barney (1991), the RBV posits that firms achieve and sustain competitive advantage by acquiring and leveraging resources that are valuable, rare, inimitable, and non-substitutable. In this context, employee involvement constitutes a strategic intangible resource, as it encompasses the collective knowledge, skills, and commitment embedded within the workforce. The integration of employee perspectives into organisational processes enhances not only operational efficiency but also innovation and adaptability. Through participative mechanisms such as team decision-making, idea generation, and decentralised authority, organisations embed employee contributions into their structural capabilities, making them difficult for competitors to replicate. Crook et al. (2008) and Newbert (2007) provide empirical support for this perspective by demonstrating that human and relational capital, when configured effectively, serve as significant performance-enhancing resources.

Extending this view, the RBV underscores that employee involvement contributes to the development of dynamic capabilities, which are essential for organisations seeking to maintain

competitiveness in volatile environments. Dynamic capabilities refer to a firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing conditions. According to Teece (2014), employee involvement mechanisms enhance an organisation's ability to sense opportunities, mobilize resources, and implement strategic change. In this regard, participation in decision-making and problem-solving equips employees with a sense of ownership and alignment with organisational objectives. Jiang et al. (2012) further argue that when employee involvement is integrated with strategic human resource practices, it strengthens organisational learning and responsiveness, thus leading to improved financial and non-financial performance. The RBV therefore affirms that employee involvement is not merely an operational tool but a strategic asset that contributes meaningfully to long-term organisational success.

#### **2.4.2 High Involvement Work System (HIWS) Theory**

High Involvement Work System theory presents a systemic framework for understanding how employee involvement enhances organisational performance. First conceptualised by Lawler (1986), HIWS is based on the principle that employees perform better when they are trusted, empowered, and given the necessary resources to influence outcomes. Employee involvement within this framework is not treated as a singular initiative but as part of a mutually reinforcing set of practices that include open communication, skill development, team-based work, and incentive alignment. Boxall and Macky (2009) emphasize that organisations implementing high

involvement systems experience higher levels of employee motivation, commitment, and productivity. The theory posits that when employees are actively engaged in shaping their work environment and contributing to decision-making, they develop a stronger psychological connection to their organisation, which ultimately translates into enhanced individual and collective performance.

Moreover, empirical evidence reinforces the value of HIWS in cultivating a resilient and high-performing workforce. Fu et al. (2015) demonstrate that high involvement systems positively influence organisational innovation, especially in professional service firms where knowledge sharing and employee input are critical. Messersmith et al. (2011) similarly argue that HIWS serves as a vehicle for unlocking employee potential by promoting participation, skill enhancement, and a sense of purpose. Central to this model is the premise that employee involvement enables a more agile and responsive organisation by decentralising decision authority and encouraging bottom-up innovation. These systems also foster stronger organisational commitment and reduce resistance to change by making employees co-owners of both problems and solutions. Thus, HIWS theory provides a compelling justification for embedding employee involvement within the core fabric of organisational design, making it a pivotal determinant of sustainable performance.

### **2.4.3 Human Capital Theory**

Human Capital Theory offers another critical perspective for examining the role of employee involvement in enhancing organisational performance. Introduced by Becker (1964), the theory posits that investments in employee skills, knowledge, and abilities yield economic returns for both individuals and organisations. In contemporary management literature, employee involvement is seen as an active form of human capital development. Through participative processes, employees acquire contextual knowledge, improve decision-making competencies, and strengthen their alignment with organisational goals. Subramony (2009) provides evidence that systems promoting employee involvement are associated with increased innovation, employee satisfaction, and operational efficiency. Involvement-based practices such as job enrichment, collaborative problem-solving, and feedback mechanisms not only enhance individual capabilities but also foster a culture of learning and continuous improvement.

Recent advancements in the theory further stress the strategic importance of leveraging employee involvement to build and retain high-value human capital. Ployhart et al. (2021) argue that human capital should be viewed not only as a static resource but as a dynamic and renewable one, especially when employees are given autonomy and participatory roles. Involvement practices facilitate knowledge transfer across departments, encourage cross-functional collaboration, and reduce turnover by enhancing employee satisfaction and organisational attachment. Moreover, when employees feel heard and respected, they are more likely to invest

discretionary effort and contribute to long-term strategic objectives. Human Capital Theory thus frames employee involvement as a dual-purpose mechanism—enhancing individual development while simultaneously reinforcing the organisation’s capacity to compete, adapt, and thrive in complex environments.

#### **2.4.4 Goal-Setting Theory**

Goal-Setting Theory, developed by Locke and Latham (2002), provides a foundational psychological explanation for how employee involvement influences organisational performance. The theory maintains that specific, challenging, and jointly accepted goals lead to higher performance than vague or externally imposed targets. Within this framework, employee involvement enhances goal clarity and increases commitment by allowing individuals to contribute to the formulation of objectives that affect their roles. Participation in goal-setting leads to higher motivation, better resource utilisation, and improved alignment between personal and organisational aims. Kuvaas et al. (2016) highlight that when employees participate in defining their tasks and outcomes, they are more likely to view their work as meaningful and worth pursuing, which in turn boosts task performance and job satisfaction.

Beyond the motivational aspect, Goal-Setting Theory also elucidates the behavioural mechanisms through which involvement translates into performance gains. Involving employees in setting performance targets fosters a sense of accountability and intrinsic ownership, which reinforces their willingness to exert effort and persist through challenges. Latham et al. (2017)

assert that participatory goal-setting leads to enhanced perceptions of fairness and autonomy, critical components of organisational justice and employee well-being. Feedback mechanisms, which are integral to goal-setting, allow for continuous adjustments and learning, further improving individual and group performance. Thus, the theory supports the idea that involvement is not just an engagement tool but a strategic performance management practice. By integrating employee input into goal definition and performance appraisal systems, organisations create a motivational climate that nurtures both individual fulfilment and collective success.

## **2.5 Empirical Review**

Charles, Francis, and Zirra (2021) investigated the relationship between employee involvement in decision-making and organisational productivity in Access Bank, Yola, Nigeria. The study adopted a survey method and used purposive sampling to select 50 respondents, with data collected through structured questionnaires containing 20 items. Analysis was conducted using tables and percentages. The findings revealed that involving employees in decision-making significantly enhances organisational productivity. The study further noted that allowing all employees to participate fosters commitment, promotes creativity, and improves overall organisational innovation, underscoring the relevance of participatory management in the banking sector.

Amarachi (2021) examined the impact of employee involvement in decision-making on organisational performance at Delta Sea Port in Delta State, Nigeria. Using a descriptive survey

design, a sample of 199 was selected from a population of 394 employees. The analysis employed mean scores, standard deviation, and regression statistics. The findings showed that employee board representation had a significant positive impact on organisational performance, suggesting it facilitates communication between management and workers. However, collective bargaining was found to have a positive but insignificant effect on organisational growth, indicating limited influence on decisions related to employee welfare such as wages and allowances.

Chukwuemeka (2020) explored the influence of employee participation in decision-making on organisational performance in public organisations in Anambra State, Nigeria. A sample of 357 was drawn from a population of 1,741 employees using the Taro Yamane formula, with 338 valid responses analyzed through multiple regression using SPSS. The results showed that employee consultation, engagement, and commitment had significant positive effects on organisational performance. The study concluded that meaningful participation improves productivity in public organisations by aligning employee efforts with institutional objectives.

Oyedele, Andah, and Romanus (2023) conducted a study to determine the effect of employee participation on organisational performance in Nigeria's federal public service, focusing on the Head of Service of the Federation. The study used a sample size of 400, derived from a population of 862, and applied linear regression analysis via SPSS. The results showed that employee involvement, engagement, and empowerment each had a significant and positive

impact on organisational performance. These findings support the assertion that participative management practices in the public sector enhance efficiency, motivation, and service delivery.

Ezeanolue and Ezeanyim (2020) investigated the effect of employee participation in decision-making on productivity in manufacturing firms in South-East Nigeria. The study adopted a survey design and selected a sample of 470 employees from a population of 2,416 using Borg and Gall's formula. The instrument was validated through face and content methods and tested for reliability using test-retest and Cronbach Alpha methods. Data were analyzed using simple percentages and linear regression. Results indicated that employee consultation, involvement, and delegation all had significant positive effects on organisational productivity, affirming that participatory decision-making strengthens performance in the manufacturing sector.

Nnadi and Ndubuisi (2021) studied the influence of employee participation on organisational performance in indigenous firms in Ebonyi State. A sample of 199 employees was selected from firms including CCC Nigeria Ltd., Crushed Rock Industries, and Setraco Nigeria Ltd. Using descriptive survey design and regression analysis, the study found that employee consultation significantly improved organisational performance by encouraging workers to contribute to problem-solving. Additionally, employee job enrichment had a significant effect on organisational success, as increased job responsibilities led to higher levels of productivity. The findings suggest that both consultative and developmental involvement practices are critical to enhancing performance in indigenous firms.

Daniel (2019) examined the impact of employee participation in decision-making on organisational performance in the Nigerian banking sector. Using a descriptive survey research design, data were collected through a structured Likert-scale questionnaire administered to 102 employees. The study aimed to determine both the significance of employee involvement on organisational outcomes and the extent of participation permitted in banking institutions. Findings revealed a statistically significant relationship between employee participation in decision-making and organisational performance, suggesting that employee inclusion in strategic and operational decisions enhances overall productivity and effectiveness in the banking industry.

Osazevbaru and Amawhe (2022) investigated the relationship between employee involvement in decision-making and organisational effectiveness among manufacturing firms in Edo and Delta States, Nigeria. Employing a cross-sectional survey design, the study sampled 329 employees across ten firms registered under the Manufacturing Association of Nigeria, with 216 valid responses analyzed using simple percentages, mean statistics, and linear regression after confirming the absence of multicollinearity. Results indicated that employee participation significantly influenced organisational productivity, adaptability, and flexibility, thereby affirming the positive role of participatory practices in enhancing firm-level competitiveness and responsiveness.

Eneh (2022) assessed the effect of employee involvement in management decision-making on organisational efficiency within pharmaceutical manufacturing firms in Enugu State, Nigeria. Using a sample size of 400 derived from a population of 2,989 staff across selected firms, the study employed a survey research method and analyzed responses from 375 completed questionnaires using Z-test statistics through SPSS. The results showed that employee feedback and commitment both had significant positive effects on organisational efficiency, with Z-values of 4.2895 and 4.1025 respectively at a 95% confidence level. These findings emphasize the strategic value of integrating employee voice and dedication into managerial decision processes.

Ifeoma, Uzochukwu, and Raphael (2023) conducted a study to explore the influence of employee participation in decision-making on the organisational performance of selected indigenous firms in Nigeria. The research, adopting a descriptive survey design, sampled 199 respondents from a population of 394 across three firms using regression analysis. Findings demonstrated that employee consultation and job enrichment had significant positive impacts on organisational performance. Specifically, employee consultation encouraged proactive engagement with organisational challenges, while job enrichment enhanced task ownership and productivity, as evidenced by strong t-statistics and p-values below 0.05.

Eboh (2022) explored the relationship between employee involvement in decision-making and organisational performance within the Imo State Ministry of Agriculture. A survey design was used with a sample size of 133 drawn from a population of 200 staff, and 120 properly

completed questionnaires were analyzed. Using simple percentages and Pearson correlation, the study found that employee involvement significantly influenced job satisfaction and employee commitment. These outcomes highlight the importance of participatory management in public sector institutions for boosting employee morale and alignment with institutional goals.

Opara (2021) focused on the effect of employee participation in decision-making on organisational performance at Dangote Cement Plc in Nigeria. The study used a cross-sectional quantitative design, surveying 100 employees at the company's Lagos headquarters. Pearson correlation and multiple regression analyses revealed that various forms of participation—informal, consultative, representative, and short-term—significantly influenced organisational productivity. The study also identified several internal barriers that hinder employee involvement, including hierarchical culture and limited communication, underscoring the need for structural reforms to enhance inclusive decision-making in private firms.

Babalola, Akpor-Robaro, and Gbakeji (2020) examined the effect of employee involvement in decision-making on organisational performance in selected commercial banks in Nigeria. The study employed both convenience and random sampling techniques to select a sample of 200 respondents across five major banks: Zenith, Skye, First Bank, First City Monument Bank, and Sterling Bank. Using a descriptive survey and structured questionnaires, the analysis revealed a positive, albeit relatively weak, relationship between employee involvement and organisational performance. The study concluded that enhanced employee participation could foster job

satisfaction and organisational commitment, recommending stronger institutional support for participatory decision-making practices.

Amobi (2021) explored the impact of employee involvement on organisational effectiveness, focusing on Unilever Plc and Nigeria Breweries in Aba, Abia State. With a sample of 128 respondents drawn from a population of 190 staff, data were collected through primary and secondary sources and analysed using Pearson correlation, ANOVA, and regression analysis. The findings indicated that employee recognition significantly influenced organisational performance ( $F\text{-cal} = 344.632 > F\text{-tab} = 3.901$ ), and employee empowerment had a strong positive correlation ( $r = 0.682, p < 0.001$ ) with organisational growth. The study concluded that employee involvement, particularly through recognition and empowerment, has a substantial positive effect on organisational effectiveness.

Olaniyan, Olaniyan, and Okunade (2024) assessed how employee participation in decision-making impacts organisational performance in International Business Machines (IBM), Lagos, Nigeria. The study employed a descriptive survey design, collecting data from 215 respondents via structured questionnaires. Analysis using SPSS Version 24 and linear regression revealed that employee consultation and leadership style significantly influenced performance outcomes. The study highlighted that employee participation must be treated as a long-term strategic investment, necessitating managerial commitment and proactive employee engagement to achieve sustained performance improvements.

Oleabhiele, Alkaleri, and Ibrahim (2023) investigated the effect of staff involvement on service delivery in Ministries, Departments, and Agencies (MDAs) in Bauchi State. With a population of 1,367 employees and a sample size of 302 determined using Krejcie and Morgan's table, the study used structured questionnaires and applied linear regression for analysis. The findings demonstrated that staff involvement significantly and positively affected service delivery across MDAs, affirming that participatory practices enhance responsiveness, efficiency, and public service quality in governmental organisations.

Sule, Alagah, and Oshi (2022) focused on the impact of green employee involvement on non-financial corporate performance in deposit money banks in South-West Nigeria. Using a sample of 330 managerial staff, the study adopted a survey design and analysed the data using Structural Equation Modelling via AMOS. The results indicated that green employee involvement—defined as the integration of environmental consciousness into participatory practices—positively influenced ethical behaviour and non-financial outcomes such as brand reputation, customer satisfaction, and internal accountability. The study highlights the evolving role of employee participation in promoting both organisational sustainability and performance.

Eze, Ogbuka, and Ugwu (2022) assessed workers' participation in decision-making and its impact on public sector performance within Enugu State local governments. A total of 340 respondents were selected using Taro Yamane's formula from a population of 595 junior and senior staff across 17 local governments. Questionnaires were distributed proportionally, and the

data were analysed using chi-square statistical tests. The study, framed by McGregor's Theory X and Y, found that employee participation significantly enhanced organisational performance by optimising the use of workers' skills and encouraging a sense of ownership, responsibility, and service commitment in the public sector.

Fasanmi, Mazadu, and Ogundele (2022) examined the influence of job involvement on various dimensions of job performance among bank marketers in Ijebu-Ode Local Government Area, Nigeria. A total of 176 participants across five banks responded to a structured survey instrument, with job involvement assessed using Kanungo's (1982) 23-item scale and performance measured through financial targets, adherence to due process, learning and development, and customer relations. Independent t-tests were used to analyze five hypotheses concerning the relationship between job involvement and performance indicators. The findings revealed significant positive effects of job involvement on performance dimensions, particularly in compliance with due process, engagement in professional development, and maintaining strong customer relations, confirming job involvement as a determinant of job effectiveness in the banking sector.

Jones, Mygind, and Sen (2019) investigated the influence of employee involvement (EI) and financial participation (FP) on firm performance using representative data from Estonian companies, within the context of an emerging market economy. The study applied both cross-sectional and panel data estimation methods to examine production functions incorporating

forms of EI (e.g., board representation) and FP (e.g., profit-sharing and employee ownership). While cross-sectional analysis showed limited effects of individual EI mechanisms, panel data provided stronger support for FP instruments like employee ownership in enhancing firm performance. Evidence for complementarity between EI and FP was found to be weak, suggesting that while FP has measurable performance outcomes, the standalone effects of EI require supportive systems to be effective.

Sungmala and Verawat (2021) explored the relationship between employee engagement and individual performance outcomes in multinational corporations operating in Thailand. Employing a survey design, data were collected from a convenience sample of 423 employees. The analysis, conducted using linear regression, demonstrated a significant and strong positive relationship between employee engagement and key performance outcomes such as personal growth ( $\beta = 0.887$ ), achievement ( $\beta = 0.899$ ), contribution ( $\beta = 0.872$ ), and customer satisfaction ( $\beta = 0.867$ ). These results underscore the importance of fostering employee engagement in enhancing various aspects of employee effectiveness, especially within globally competitive business environments.

Gede and Huluka (2024) assessed the impact of employee engagement on organisational performance in Ethiopian public universities, aiming to identify how engagement dimensions—vigor, dedication, and absorption—affect institutional effectiveness. A mixed-method approach was employed, using data from 365 staff members randomly selected across three public

universities. Quantitative analysis involved descriptive statistics, confirmatory factor analysis, and path analysis using structural equation modelling (SEM). The findings confirmed that all three engagement dimensions significantly and positively influenced organisational performance. The study further revealed variation in performance levels among institutions, linked to the degree of employee involvement, highlighting the need for strategic engagement policies to strengthen institutional productivity in higher education.

**Table 2.1 Summary of Empirical Review**

S/No	Author Year and Title	Sector & Location	Methodology	Findings	Gaps
<b>Employee Involvement and Organisational Performance: A case Study of Beverage Firms in Edo State</b>					
1	Charles et al. (2021). <i>Effect of Employee Involvement in Decision Making and Organization Productivity</i>	Banking, Yola (Nigeria)	Descriptive survey, percentages	Employee involvement enhances productivity, commitment, and innovation	Lacks regression; no focus on delegation or consultation
2	Amarachi (2021). <i>Impact of Employees' Involvement in Decision Making on Organizational Performance</i>	Maritime, Delta State	Survey, regression	Board representation has significant effect; collective bargaining insignificant	No focus on commitment or delegation; sectoral mismatch
3	Chukwuemeka (2020). <i>Employee Participation in Decision Making and Organizational Performance</i>	Public Sector, Anambra	Survey, regression (SPSS)	Consultation, engagement, and commitment positively affect performance	Public sector focus; lacks delegation; no beverage context
4	Oyedele et al. (2023). <i>Employee Participation and Organizational Performance in an</i>	Public Service, Nigeria	Survey, linear regression	Involvement, engagement, and empowerment significantly affect performance	Public sector; no beverage industry; no delegation variable

	<i>Emerging Economy</i>				
5	Ezeanolue & Ezeanyim (2020). <i>Employee Participation and Organizational Productivity</i>	Manufacturing, SE Nigeria	Survey, regression	Consultation, involvement, and delegation enhance productivity	Manufacturing context; lacks commitment variable
6	Nnadi & Ndubuisi (2021). <i>Employees' Participation in Decision Making and Organizational Performance</i>	Indigenous Firms, Ebonyi	Survey, regression	Consultation and job enrichment significantly impact performance	No beverage focus; job enrichment $\neq$ commitment
7	Daniel (2019). <i>Impact of Employee Participation on Decision Making in Nigerian Banking Sector</i>	Banking, Nigeria	Survey, Likert scale	Significant link between employee participation and performance	No regression; banking sector only; variables not disaggregated
8	Osazevbaru & Amawhe (2022). <i>Employees' Involvement and Organizational Effectiveness</i>	Manufacturing, Edo/Delta	Survey, regression (after multicollinearity test)	Involvement improves productivity, adaptability, and flexibility	No consultation or commitment variables; not beverage-specific
9	Eneh (2022). <i>Effect of</i>	Pharmaceutical, Enugu	Survey, Z-test	Feedback and commitment	Feedback $\neq$ consultation; lacks

	<i>Employees Involvement on Organizational Efficiency</i>			positively impact efficiency	delegation and participation
10	Ifeoma et al. (2023). <i>Employees' Participation in Decision Making and Performance of Indigenous Firms</i>	Indigenous Firms, Nigeria	Survey, regression	Consultation and job enrichment positively influence performance	No delegation or beverage focus; job enrichment ≠ commitment
11	Eboh (2022). <i>Employee Involvement in Decision Making and Organisational Performance</i>	Public Sector, Imo	Survey, Pearson correlation	Involvement improves job satisfaction and commitment	Correlation, not regression; no delegation or participation
12	Opara (2021). <i>Employee Participation and Performance in Dangote Cement Plc</i>	Cement Manufacturing, Lagos	Survey, regression, Pearson correlation	Informal, consultative, and representative participation impact performance	Private firm focus; no consultation-commitment separation
13	Babalola et al. (2020). <i>Employee's Involvement in Decision Making and Organisational Performance</i>	Banking, Nigeria	Survey, correlation	Weak relationship; recommends improved involvement	No regression; no commitment or consultation focus
14	Amobi (2021). <i>Impact of</i>	FMCG (Unilever, NB),	Survey, regression,	Empowerment and	Variables differ (empowerment,

	<i>Employee Involvement on Organizational Effectiveness</i>	Aba	ANOVA	recognition significantly affect growth	recognition); no consultation
15	Olaniyan et al. (2024). <i>Employee Participation and Organizational Performance in IBM</i>	ICT, Lagos	Survey, SPSS, regression	Participation and leadership style influence performance	No beverage focus; variables not aligned to current study
16	Oleabhielle et al. (2023). <i>Staff Involvement and Service Delivery in MDAs</i>	Public Sector, Bauchi	Survey, regression	Staff involvement significantly improves service delivery	Public sector; outcome = service, not performance
17	Sule et al. (2022). <i>Green Employee Involvement and Non-Financial Corporate Performance</i>	Banking, SW Nigeria	Survey, SEM-AMOS	Green involvement positively affects non-financial performance	Green HR focus; no traditional consultation or commitment
18	Eze et al. (2022). <i>Workers' Participation and Public Sector Performance</i>	Public Sector, Enugu	Survey, chi-square	Participation improves public sector outcomes	Public focus; chi-square, not regression; no beverage context
19	Fasanmi et al. (2022). <i>Job Involvement</i>	Banking, Ijebu-Ode	Survey, t-test	Job involvement affects	Job involvement $\neq$ participation; method differs; no regression

	<i>and Performance in Nigerian Banks</i>			learning, due process, customer relations	
20	Jones et al. (2019). <i>Employee Involvement, Financial Participation and Firm Performance</i>	Mixed firms, Estonia	Panel data, production function	Financial participation has greater effect than involvement alone	Foreign context; no consultation, delegation, or regression
21	Sungmala & Verawat (2021). <i>Employee Engagement and Performance in Thailand</i>	MNCs, Thailand	Survey, linear regression	Engagement improves achievement, growth, contribution	International focus; engagement ≠ delegation/consultation
22	Gede & Huluka (2024). <i>Employee Engagement and Performance in Ethiopia</i>	Public Universities, Ethiopia	Mixed method, SEM	Vigor, dedication, and absorption improve university performance	Foreign context; education sector; SEM not aligned with current study

**Author's Compilation (2025)**

## **2.6 Research Gaps**

A comprehensive review of empirical literature indicates that employee involvement in decision making significantly influences organizational performance across various sectors such as banking (Daniel, 2019; Babalola et al., 2020), manufacturing (Osazevbaru & Amawhe, 2022; Opara, 2021), public service (Chukwuemeka, 2020; Eboh, 2022; Oyedele et al., 2023), and pharmaceuticals (Eneh, 2022). While these studies generally confirm a positive relationship between employee participation and organizational outcomes, few of them (Babalola et al., 2020; Osazevbaru & Amawhe, 2022; Opara, 2021) disaggregate the dimensions of involvement such as employee participation, delegation, consultation, and commitment as distinct predictors of performance. Moreover, many investigations are contextually skewed toward public institutions or multinational corporations (Gede & Huluka, 2024; Sungmala & Verawat, 2021), leaving a contextual vacuum in private-sector environments like the beverage industry, especially within sub-national regions such as Edo State, Nigeria.

Methodologically, although several studies employed quantitative approaches such as regression analysis (Chukwuemeka, 2020; Amobi, 2021; Ifeoma et al., 2023), others relied on descriptive statistics, correlation, or chi-square tests (Charles et al., 2021; Eze et al., 2022), which limit inferential rigor. Additionally, variables like employee consultation and commitment are often conflated with broader concepts like engagement or job enrichment (Nnadi & Ndubuisi, 2021), thereby obscuring their individual contributions to organizational performance. Notably absent in

the literature is a focused study applying regression techniques to examine the specific impact of employee participation, delegation, consultation, and commitment within the beverage manufacturing sector. This study seeks to fill these methodological and contextual gaps by offering a disaggregated, variable-specific analysis within beverage firms in Edo State, thereby contributing nuanced insights to both theory and practice.

## **2.7 Theoretical Framework**

This study adopts the Resource-Based View (RBV) of the firm as its principal theoretical framework. The RBV, as articulated by Barney (1991), emphasizes that sustainable competitive advantage is derived from the strategic utilization of internal resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Employee involvement through mechanisms such as participatory decision-making, delegation, and consultative engagement constitutes a strategic intangible asset embedded in a firm's human capital. This makes it an ideal fit for RBV, which focuses on the internal heterogeneity of firms and their capacity to transform such resources into long-term competitive advantage. While other theories such as High Involvement Work System (HIWS) theory, Human Capital Theory, and Goal-Setting Theory offer important insights, they fall short of providing a holistic, firm-level perspective. HIWS tends to focus narrowly on operational practices without integrating them into strategic resource considerations. Human Capital Theory treats skills and knowledge as investments but overlooks the strategic integration and uniqueness of those resources across firms. Goal-Setting Theory, on the other hand, is

primarily motivational and individual-level in orientation, lacking the strategic breadth needed to explain firm-level performance differentials. RBV thus offers a more robust and comprehensive framework by embedding employee involvement within the broader discourse of strategic management and competitive advantage.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research methods and procedures used in data collection and analysis which will include the research design, population and sampling techniques, the operationalization and measurement of variables, the research instrument, validity and reliability of the research instrument, sources of data, method of data analysis and model specification.

#### **3.2 Research Design**

In this study, a descriptive research methodology was adopted due to its suitability for examining the characteristics of a specific population and testing hypotheses. This approach was chosen because it ensures objectivity and does not permit the researcher to manipulate the variables under investigation (Creswell & Creswell, 2018).

#### **3.3 The Population of the study**

The population of this study comprises employees of selected beverage firms in Ikpoba Okha, Ovia North East, and Egor Local Government Areas of Edo State. The selected beverage firms include Nigerian Breweries Plc (Benin Brewery, Ikpoba Okha), Guinness Nigeria Plc Depot (Egor), Coca-Cola Hellenic Bottling Company (Benin Plant, Ovia North East), and Seven-Up Bottling Company Plc (Benin Plant, Ikpoba Okha). The justification of the selection of these

beverage firms was as a result of their large employment base and the proximity of their location to the researcher. The population of employees in these beverage firms as retrieved by the researcher from management of the selected beverage firms was three hundred and twenty-five (325). The breakdown of the population is presented in the table below:

**Table 3.1: Population Distribution of the Study**

S/NO	Beverage Firms	Number of Employees
1	Nigerian Breweries Plc (Benin Brewery, Ikpoba Okha)	85
2	Guinness Nigeria Plc Depot (Egor)	70
3	Coca-Cola Hellenic Bottling Company (Benin Plant, Ovia North East)	90
4	Seven-Up Bottling Company Plc (Benin Plant, Ikpoba Okha)	80
<b>Total number of Employees</b>		<b>325</b>

**Source: Bulletin of Beverage Firms (2025)**

### 3.4 Sample Size and Sampling Techniques

To get a sample size effective and efficient for the research study, the sample size determination formula by Taro Yamane (1967) was used in determining the sample size:

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

Where:

- $n$  = required sample size
- $N$  = population size (325)

- $e$  = precision or sampling error (0.05)

$$n = \frac{325}{1 + 325(0.05^2)}$$

$$n = \frac{325}{1 + 325(0.0025)}$$

$$n = \frac{325}{1 + 0.8125}$$

$$n = \frac{325}{1.8125}$$

$$n \approx 179$$

Therefore, the sample size is 179 respondents.

To get the exact number of questionnaires to be distributed to employees of the various beverage firms, the following formula was adopted:

$$\text{Beverage Firm Sample} = \frac{P}{N} \times n$$

Where:

$P$  = Beverage Firm Population

$N$  = Total population (325)

$n$  = Sample size (179)

**Sample distribution across firms:**

Nigerian Breweries Plc (Benin Brewery, Ikpoba Okha) =  $(85/325) \times 179 \approx 47$

Guinness Nigeria Plc Depot (Egor) =  $(70/325) \times 179 \approx 39$

Coca-Cola Hellenic Bottling Company (Benin Plant, Ovia North East) =  $(90/325) \times 179 \approx 50$

Seven-Up Bottling Company Plc (Benin Plant, Ikpoba Okha) =  $(80/325) \times 179 \approx 44$

**Table 3.2: Sample Distribution of the Study**

<b>S/NO</b>	<b>Beverage Firms</b>	<b>Number of Employees</b>	<b>Sample Size</b>
1	Nigerian Breweries Plc (Benin Brewery, Ikpoba Okha)	85	47
2	Guinness Nigeria Plc Depot (Egor)	70	39
3	Coca-Cola Hellenic Bottling Company (Benin Plant, Ovia North East)	90	50
4	Seven-Up Bottling Company Plc (Benin Plant, Ikpoba Okha)	80	44
<b>Total</b>		<b>325</b>	<b>179</b>

**Source:** Author's Computation (2025)

After calculating the sample size using the Taro Yamane formula, the study arrived at 179 respondents. The study adopted the simple random sampling technique which allows all units in the population to have an equal chance of being selected. This implies that a total of 179 questionnaires was distributed to employees of the selected beverage firms, with allocation as presented in Table 3.2.

### 3.5 The Operationalization and Measurement of Variables

The study focused on examining employee involvement and organisational performance in beverage firms. The study focused on four employee involvement factors (employee participation in decision making, employee delegation, employee consultation, and employee commitment) and their relationship with organisational performance.

**Table 3.3: Operationalization of Variables**

S/N	Variables	Operational Definition	Measurement of the Variables	Quantification of Variables
<b>Demographic Variables</b>				
1	Gender	The biological sex of the respondent, used to categorize employees.	Male or Female	Question 1
2	Age	The chronological age of the respondent, grouped into ranges.	Below 25, 26–35, 36–45, 46–55, 56 and above	Question 2
3	Educational Qualification	The highest level of education attained by the respondent.	SSCE, OND/NCE, HND/B.Sc, M.Sc/MBA, Ph.D	Question 3
4	Work Experience	The length of time the respondent has worked in the beverage industry.	Less than 5 years, 6–10 years, 11–15 years, 16–20 years, above 20 years	Question 4
5	Marital Status	The civil status of the respondent.	Single, Married, Divorced, Widowed	Question 5
<b>Dependent Variable</b>				
6	Organisational Performance	The extent to which beverage firms achieve efficiency, effectiveness, profitability, and competitiveness through employee input.	Measured using Likert-type five-point scale items (Strongly Disagree to Strongly Agree).	Questions 6–10
<b>Independent Variables</b>				
7	Employee	The degree to which	Measured using	Questions 11–15

	Participation in Decision Making	employees are allowed to contribute ideas and take part in decisions affecting their jobs and the organisation.	Likert-type five-point scale items (Strongly Disagree to Strongly Agree).	
8	Employee Delegation	The extent to which managers entrust responsibilities and authority to employees to perform specific tasks.	Measured using Likert-type five-point scale items (Strongly Disagree to Strongly Agree).	Questions 16–20
9	Employee Consultation	The degree to which management seeks employee input, opinions, and feedback before implementing policies or changes.	Measured using Likert-type five-point scale items (Strongly Disagree to Strongly Agree).	Questions 21–25
10	Employee Commitment	The level of loyalty, dedication, and willingness of employees to exert effort for the success of the organisation.	Measured using Likert-type five-point scale items (Strongly Disagree to Strongly Agree).	Questions 26–30

**Source: Author’s Computation (2025)**

### **3.6 The Research Instrument**

The instrument employed was a structured questionnaire. The questionnaire was divided into two sections. Section one addressed the demographic information of the respondents. Section two contained twenty-five questions (25) constructed in line with the research question earlier stated to elicit information from the respondents. The questionnaire consisted of 5-point Likert scale response of strongly agree (SA), Agreed (A), Undecided (U), Disagree (D), Strongly Disagreed (SD).

### **3.6.1 Reliability of the Instrument**

Reliability is a measure of consistency of research instruments. The Cronbach's Alpha coefficient was used to test the reliability of the research instrument (questionnaire). Cronbach's Alpha is a reliability coefficient that shows how well things in a set are decidedly connected to each other (Sekaran, 2003). The reliability of data pertaining to the variables were then designated through Cronbach's Alpha ( $\alpha$ ) coefficient which has a value between 0 and 1 (Bayram, 2004). According to Inenacho (2014), cronbach Alpha value above 0.7 is statistically reliable; indicating that the variables in the questionnaire have a high degree of consistency.

### **3.6.2 Validity of the Instrument**

Validity expresses the degree to which a research instrument measures what it purposes to measure (Bolarinwa, 2015). The validity of the instrument (questionnaires) was affirmed by the researchers' supervisor who is an expert in the field of Business Administration. His opinion, suggestions and recommendation were used to produce the final instrument.

### **3.7 Sources of Data**

The nature of this study demands the use of primary data. The data were collected through the administration of questionnaires to employees of selected beverage firms in Benin City, Edo state.

### **3.8 Method of Data analysis**

The responses from the distributed questionnaires were analyzed using descriptive statistic, Pearson moment correlation matrix and linear regression. The descriptive method described the demography of respondents using frequency and percentage. Furthermore, it was adopted to answer the research questions using frequency count, simple percentage, mean ( $\bar{x}$ ) and standard deviation. The Pearson correlation matrix was used to examine the close relationship between variables while linear regression analysis was conducted to test the hypotheses of the study. The analysis was conducted using the Statistical Packages for Social Sciences (SPSS version 22) econometric software.

### **3.9 Model Specification**

The relationship between the independent variables including employee participation in decision making, employee delegation, employee consultation, and employee commitment, and the dependent variable, organisational performance, can be expressed using a multiple regression model.

The functional form of the model is presented as:

$$OP=f(EPDM,ED,EC,ECOM)$$

The econometric form of the model is specified as:

$$OP_i=\beta_0+\beta_1EPDM_i+\beta_2ED_i+\beta_3EC_i+\beta_4ECOM_i+\mu_i$$

Where:

OP = Organisational Performance (dependent variable)

EPDM = Employee Participation in Decision Making

ED = Employee Delegation

EC = Employee Consultation

ECOM = Employee Commitment

$\beta_0$  = Intercept (constant term)

$\beta_1$ - $\beta_4$  = Coefficients of the independent variables

$\mu_i$  = Error term capturing unexplained variations

This model enabled the study to determine the direction and magnitude of the influence of each employee involvement factor on organisational performance within beverage firms.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

In this chapter, we delve into the empirical evaluation of data gathered from the field survey. Specifically, 179 questionnaires were disseminated to selected respondents employed selected beverage firms in Ikpoba Okha, Ovia North East, and Egor Local Government Areas of Edo State. Impressively, same number of questionnaires were returned, processed, and utilized in our analysis, reflecting an 100% response rate.

#### 4.2 Demographic Analysis

The demographic data of the respondents is presented in this section below.

**Table 4.1: Demographic Distribution of Respondents**

<b>Demographic Variables</b>	<b>Categories</b>	<b>Frequency (n)</b>	<b>Percentage (%)</b>
<b>Gender</b>	Male	89	49.7%
	Female	90	50.3%
	<b>Total</b>	<b>179</b>	<b>100.0%</b>
<b>Age</b>	Below 25 years	99	55.3%
	25–34 years	68	38.0%
	35–44 years	8	4.5%
	45 years and above	4	2.2%
	<b>Total</b>	<b>179</b>	<b>100.0%</b>
<b>Marital Status</b>	Single	118	65.9%
	Married	53	29.6%
	Divorced/Separated	7	3.9%
	Widowed	1	0.6%

	<b>Total</b>	<b>179</b>	<b>100.0%</b>
<b>Educational Qualification</b>	SSCE/OND	53	29.6%
	HND/B.Sc./B.A	112	62.6%
	M.Sc./MBA/Professional Qualification	11	6.1%
	Ph.D.	3	1.7%
	<b>Total</b>	<b>179</b>	<b>100.0%</b>
<b>Work Experience</b>	Less than 1 year	61	34.1%
	1–5 years	100	55.9%
	6–10 years	15	8.4%
	Above 10 years	3	1.7%
	<b>Total</b>	<b>179</b>	<b>100.0%</b>

### Field Survey (2025)

**Gender:** The gender distribution among the 179 respondents is nearly even. Female respondents slightly outnumber males, with 90 females representing 50.3%, and 89 males accounting for 49.7%. This balance provides a fairly equitable gender representation in the study population.

**Age:** The majority of respondents, 55.3% (n = 99), are below 25 years, indicating a youthful participant base. Those aged 25–34 years form the next significant group with 38.0% (n = 68), suggesting that over 93% of the respondents are in early adulthood. The 35–44 years group comprises 4.5% (n = 8), while only 2.2% (n = 4) are 45 years and above, reflecting minimal representation from older age groups.

**Marital Status:** A dominant majority of the respondents are single, totaling 118 individuals or 65.9%, aligning with the youth-heavy demographic. Married individuals constitute 29.6% (n = 53), while those who are divorced or separated represent 3.9% (n = 7). The widowed group is the

least represented with only 0.6% (n = 1). These figures underscore a predominance of unmarried individuals within the sampled population.

**Educational Qualification:** The educational profile is largely concentrated around the undergraduate level. A significant 62.6% (n = 112) of respondents hold a HND/B.Sc./B.A degree. The SSCE/OND group follows with 29.6% (n = 53), indicating a substantial share of participants with secondary or diploma-level qualifications. Those with postgraduate qualifications (M.Sc./MBA/Professional) comprise 6.1% (n = 11), while only 1.7% (n = 3) possess a Ph.D.. This distribution suggests that most respondents are at early to mid-academic stages.

**Work Experience:** The data reveals that 100 respondents (55.9%) have 1–5 years of work experience, indicating early professional involvement. 34.1% (n = 61) have less than 1 year, supporting the inference of a predominantly entry-level workforce. Only 8.4% (n = 15) have 6–10 years of experience, and a minimal 1.7% (n = 3) reported above 10 years. The figures strongly reflect the prevalence of relatively new entrants into the labour force within the respondent group.

### **4.3 Descriptive Analysis of Employee Involvement and Organisational Performance in Beverage Firms in Benin City**

This section presents descriptive analysis on the data retrieved from respondents using frequency count, percentage (%) and mean.

### 4.3.1 Data Presentation and Analysis for the Dependent Variable

The table below presents the descriptive analysis on the dependent variable (Organisational Performance) using frequency count, percentage and mean.

**Table 4.2: Descriptive Analysis of Organisational Performance**

S/N	STATEMENT	Total Responses	SA (5)f/(%)	A (4)f/(%)	U (3)f/(%)	D (2)f/(%)	SD (1)f/(%)	Mean ( $\bar{x}$ )
1	The organisation consistently achieves its set goals and objectives.	179	51 (28.5%)	104 (58.1%)	14 (7.8%)	7 (3.9%)	3 (1.7%)	4.08
2	The organisation has maintained steady growth in recent years.	179	68 (38.0%)	94 (52.5%)	13 (7.3%)	1 (0.6%)	3 (1.7%)	4.24
3	Employees' productivity contributes significantly to success.	179	91 (50.8%)	75 (41.9%)	8 (4.5%)	2 (1.1%)	3 (1.7%)	4.39
4	The organisation is competitive compared to other beverage firms.	179	82 (45.8%)	81 (45.3%)	11 (6.1%)	5 (2.8%)	0 (0.0%)	4.34
5	The organisation adapts quickly to market and environmental changes.	179	74 (41.3%)	79 (44.1%)	19 (10.6%)	5 (2.8%)	2 (1.1%)	4.22
	<b>Average</b>		<b>73.2 (40.9%)</b>	<b>86.6 (48.4%)</b>	<b>13 (7.3%)</b>	<b>4 (2.2%)</b>	<b>2.2 (1.2%)</b>	<b>4.25</b>

#### Field Survey (2025)

Table 4.2 presents the descriptive analysis of organisational performance across five key dimensions. A majority of respondents agreed or strongly agreed that the organisation performs

well. For the first statement, "The organisation consistently achieves its set goals and objectives," 104 respondents (58.1%) agreed and 51 (28.5%) strongly agreed, yielding a mean score of 4.08. Similarly, for the second statement, "The organisation has maintained steady growth in recent years," 94 (52.5%) agreed and 68 (38.0%) strongly agreed, with a higher mean of 4.24. For "Employees' productivity contributes significantly to organisational success," 91 respondents (50.8%) strongly agreed and 75 (41.9%) agreed, with a high mean of 4.39, indicating strong consensus on the role of employee performance.

Furthermore, in response to the statement, "The organisation is competitive compared to other beverage firms," 82 (45.8%) strongly agreed and 81 (45.3%) agreed, resulting in a mean of 4.34, reflecting a highly favourable perception. The fifth item, "The organisation adapts quickly to market and environmental changes," recorded 74 (41.3%) strongly agreeing and 79 (44.1%) agreeing, giving a mean of 4.22. Neutral responses across all items were low (average 7.3%), and disagreement was minimal (average 2.2% for Disagree and 1.2% for Strongly Disagree). These results collectively suggest that respondents generally perceive the organisation's performance to be effective, consistent, and responsive to internal and external operational demands.

#### **4.3.2 Data Presentation and Analysis for the Independent Variable**

The table below presents the descriptive analysis on the independent variables (employee participation in decision making, employee delegation, employee consultation, and employee commitment) using frequency count, percentage and mean.

**Table 4.3: Descriptive Analysis of Employee Participation in Decision Making**

S/N	STATEMENT	Total Responses	SA (5)f/(%)	A (4)f/(%)	U (3)f/(%)	D (2)f/(%)	SD (1)f/(%)	Mean ( $\bar{x}$ )
6	Employees are allowed to contribute ideas in decision-making.	179	84 (46.9%)	77 (43.0%)	14 (7.8%)	3 (1.7%)	1 (0.6%)	4.34
7	Management encourages employees to share their opinions.	179	86 (48.0%)	74 (41.3%)	13 (7.3%)	5 (2.8%)	1 (0.6%)	4.33
8	Employees are involved in setting departmental goals.	179	79 (44.1%)	71 (39.7%)	17 (9.5%)	11 (6.1%)	1 (0.6%)	4.20
9	Suggestions from employees are usually considered.	179	78 (43.6%)	76 (42.5%)	17 (9.5%)	6 (3.4%)	2 (1.1%)	4.24
10	Participation improves organisational performance.	179	101 (56.4%)	63 (35.2%)	12 (6.7%)	1 (0.6%)	2 (1.1%)	4.45
	<b>Average</b>		<b>85.6 (47.8%)</b>	<b>72.2 (40.3%)</b>	<b>14.6 (8.2%)</b>	<b>5.2 (2.9%)</b>	<b>1.4 (0.8%)</b>	<b>4.31</b>

**Field Survey (2025)**

Table 4.3 shows that employees generally perceive themselves as actively involved in organisational decision-making processes. For the statement "Employees are allowed to contribute ideas in decision-making," 84 (46.9%) strongly agreed and 77 (43.0%) agreed, while only 3 (1.7%) disagreed and 1 (0.6%) strongly disagreed. Similarly, in the case of "Management encourages employees to share their opinions," a total of 160 respondents (89.3%) either agreed or strongly agreed, resulting in a high mean of 4.33. Participation in goal-setting also received favourable responses, with 150 (83.8%) affirming positively and a mean score of 4.20.

Regarding "Suggestions from employees are usually considered," 78 (43.6%) strongly agreed and 76 (42.5%) agreed, indicating continued affirmation with a mean of 4.24. Lastly, "Participation improves organisational performance" received the strongest support, with 101 (56.4%) strongly agreeing and a mean of 4.45. The average frequencies across scales show that most respondents selected "Strongly Agree" (85.6; 47.8%) or "Agree" (72.2; 40.3%), while negative responses ("Disagree" and "Strongly Disagree") remained very low at a combined average of 6.6 (3.7%). These findings reflect a high level of perceived employee involvement and suggest that participatory practices are positively embedded within the organisation's management culture.

**Table 4.4: Descriptive Statistics of Employee Delegation**

S/N	STATEMENT	Total Responses	SA (5)f/(%)	A (4)f/(%)	U (3)f/(%)	D (2)f/(%)	SD (1)f/(%)	Mean ( $\bar{x}$ )
11	Management delegates responsibilities effectively.	179	89 (49.7%)	69 (38.5%)	18 (10.1%)	3 (1.7%)	0 (0.0%)	4.36
12	Employees are trusted to carry out delegated tasks.	179	97 (54.2%)	66 (36.9%)	10 (5.6%)	2 (1.1%)	4 (2.2%)	4.40
13	Delegation motivates employees to perform better.	179	101 (56.4%)	65 (36.3%)	7 (3.9%)	4 (2.2%)	2 (1.1%)	4.44
14	Delegated tasks are clearly defined.	179	94 (52.5%)	70 (39.1%)	8 (4.5%)	5 (2.8%)	2 (1.1%)	4.39
15	Delegation	179	100	65	10	2	2	4.44

	enhances efficiency and performance.		(55.9%)	(36.3%)	(5.6%)	(1.1%)	(1.1%)	
	<b>Average</b>		<b>96.2</b> <b>(53.7%)</b>	<b>67</b> <b>(37.4%)</b>	<b>10.6</b> <b>(5.9%)</b>	<b>3.2</b> <b>(1.8%)</b>	<b>2.0</b> <b>(1.1%)</b>	<b>4.41</b>

**Field Survey (2025)**

Table 4.4 illustrates employees' perceptions of delegation within the organisation. For the first statement, "Management delegates responsibilities effectively," 89 respondents (49.7%) strongly agreed and 69 (38.5%) agreed, with a mean score of 4.36. The second item, "Employees are trusted to carry out delegated tasks," received strong agreement from 97 respondents (54.2%) and agreement from 66 (36.9%), resulting in a mean of 4.40. Similar patterns were observed for "Delegation motivates employees to perform better," with 101 (56.4%) strongly agreeing and a mean of 4.44, indicating high motivation levels tied to delegation.

Further responses show that "Delegated tasks are clearly defined" and "Delegation enhances efficiency and performance" also received high ratings, with mean scores of 4.39 and 4.44, respectively. On average, 53.7% of respondents selected "Strongly Agree" and 37.4% chose "Agree," while neutral responses were low at 5.9%, and combined disagreement was minimal (2.9%). These results suggest a strong positive perception of delegation practices within the organisation, reflecting clarity of roles, trust, and motivation as critical outcomes of effective delegation.

**Table 4.5: Descriptive Statistics of Employee Consultation**

<b>S/N</b>	<b>STATEMENT</b>	<b>Total Responses</b>	<b>SA (5)f/(%)</b>	<b>A (4)f/(%)</b>	<b>U (3)f/(%)</b>	<b>D (2)f/(%)</b>	<b>SD (1)f/(%)</b>	<b>Mean (<math>\bar{x}</math>)</b>
16	Management consults employees before major changes.	179	87 (48.6%)	68 (38.0%)	14 (7.8%)	9 (5.0%)	1 (0.6%)	4.29
17	Employees are encouraged to provide feedback on policies.	179	96 (53.6%)	70 (39.1%)	10 (5.6%)	2 (1.1%)	1 (0.6%)	4.44
18	Consultations improve relationships between management and staff.	179	96 (53.6%)	69 (38.5%)	11 (6.1%)	3 (1.7%)	0 (0.0%)	4.44
19	Consultation helps employees understand their roles better.	179	115 (64.2%)	51 (28.5%)	11 (6.1%)	0 (0.0%)	2 (1.1%)	4.53
20	Consultation has a positive effect on organisational performance.	179	108 (60.3%)	61 (34.1%)	7 (3.9%)	1 (0.6%)	2 (1.1%)	4.52
	<b>Average</b>		<b>100.4 (56.1%)</b>	<b>63.8 (35.6%)</b>	<b>10.6 (5.9%)</b>	<b>3.0 (1.7%)</b>	<b>1.2 (0.7%)</b>	<b>4.44</b>

**Field Survey (2025)**

Table 4.5 shows that respondents hold highly favourable perceptions of employee consultation within the organisation. In the first statement, "Management consults employees before major

changes," 87 (48.6%) strongly agreed and 68 (38.0%) agreed, while only 5.6% expressed disagreement, resulting in a mean score of 4.29. The second item, "Employees are encouraged to provide feedback on policies," received strong agreement from 96 (53.6%) and agreement from 70 (39.1%) respondents, reflecting a high approval level and a mean of 4.44. Likewise, "Consultations improve relationships between management and staff" mirrored the same strong agreement rate (96; 53.6%) with a nearly identical mean of 4.44.

In the fourth item, "Consultation helps employees understand their roles better," 115 (64.2%) strongly agreed—the highest frequency in this category—while 51 (28.5%) agreed, yielding the highest mean score of 4.53. Similarly, the final item recorded 108 (60.3%) strongly agreeing and a mean of 4.52. On average, 56.1% of respondents selected “Strongly Agree” and 35.6% selected “Agree,” while neutral and negative responses were minimal (combined average of 8.3%). This clearly indicates that employee consultation is not only practiced but is perceived as beneficial to communication, understanding, and organisational performance.

**Table 4.6: Descriptive Statistics of Employee Commitment**

<b>S/N</b>	<b>STATEMENT</b>	<b>Total Responses</b>	<b>SA (5)f/(%)</b>	<b>A (4)f/(%)</b>	<b>U (3)f/(%)</b>	<b>D (2)f/(%)</b>	<b>SD (1)f/(%)</b>	<b>Mean (<math>\bar{x}</math>)</b>
21	I am proud to work in this organisation.	179	102 (57.0%)	57 (31.8%)	16 (8.9%)	2 (1.1%)	2 (1.1%)	4.42
22	I always put in extra effort to achieve organisational goals.	179	98 (54.7%)	64 (35.8%)	11 (6.1%)	4 (2.2%)	2 (1.1%)	4.40

23	I feel emotionally attached to this organisation.	179	96 (53.6%)	56 (31.3%)	15 (8.4%)	8 (4.5%)	4 (2.2%)	4.30
24	I intend to remain with this organisation for a long time.	179	101 (56.4%)	48 (26.8%)	17 (9.5%)	8 (4.5%)	5 (2.8%)	4.29
25	My commitment improves the organisation's performance.	179	101 (56.4%)	64 (35.8%)	10 (5.6%)	1 (0.6%)	3 (1.7%)	4.44
	<b>Average</b>		<b>99.6 (55.6%)</b>	<b>57.8 (32.3%)</b>	<b>13.8 (7.7%)</b>	<b>4.6 (2.6%)</b>	<b>3.2 (1.8%)</b>	<b>4.37</b>

#### Field Survey (2025)

Table 4.6 reveals a strong sense of commitment among employees towards the organisation. For the statement "I am proud to work in this organisation," 102 (57.0%) strongly agreed and 57 (31.8%) agreed, with a mean score of 4.42. Similarly, "I always put in extra effort to achieve organisational goals" recorded 98 (54.7%) strongly agreeing and 64 (35.8%) agreeing, yielding a mean of 4.40. A comparable pattern is evident for the statement "I feel emotionally attached to this organisation," where 96 (53.6%) strongly agreed and 56 (31.3%) agreed, resulting in a mean of 4.30.

In addition, "I intend to remain with this organisation for a long time" received strong agreement from 101 (56.4%) respondents and a mean score of 4.29, while "My commitment improves the organisation's performance" recorded one of the highest mean scores at 4.44. Across all five

items, the average response indicates that 55.6% of employees selected “Strongly Agree,” and 32.3% selected “Agree.” Neutral responses averaged 7.7%, and disagreement remained low (combined 4.4%). These results demonstrate a generally high level of affective, normative, and continuance commitment, suggesting that employees are motivated, emotionally invested, and likely to stay with the organisation.

#### **4.4 Correlation Analysis of Employee Involvement and Organisational Performance in Beverage Firms in Benin City**

The results from the correlation analysis provide insights into the character and orientation of the connection between the dependent and independent variables. While the correlation coefficient doesn't denote a direct functional dependence, it serves as a preliminary indicator of the strength and trend of this relationship. The details of these findings will be elaborated upon in the subsequent discussion.

**Table 4.7: Correlation Results of Employee Involvement and Organisational Performance in Beverage Firms in Benin City**

		<b>Correlations</b>				
		OP	EPDM	ED	EC	ECOM
OP	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	179				
EPDM	Pearson Correlation	.669**	1			
	Sig. (2-tailed)	.000				
	N	179	179			

ED	Pearson Correlation	.628**	.692**	1		
	Sig. (2-tailed)	.000	.000			
	N	179	179	179		
EC	Pearson Correlation	.694**	.709**	.741**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	179	179	179	179	
ECOM	Pearson Correlation	.627**	.654**	.713**	.755**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	179	179	179	179	179

\*\* . Correlation is significant at the 0.05 level.

**Source: Author's Estimation from SPSS 22, 2025.**

Table 4.7 presents the Pearson correlation results examining the relationship between employee involvement dimensions and organisational performance in beverage firms in Benin City. All variables show a statistically significant positive correlation with organisational performance at the 0.05 level. Specifically, employee participation in decision-making (EPDM) has a strong positive correlation with organisational performance ( $r = 0.669$ ,  $p < 0.01$ ), followed by employee consultation (EC) ( $r = 0.694$ ,  $p < 0.01$ ), employee delegation (ED) ( $r = 0.628$ ,  $p < 0.01$ ), and employee commitment (ECOM) ( $r = 0.627$ ,  $p < 0.01$ ). These findings suggest that higher levels of involvement—through participation, delegation, consultation, and commitment—are associated with improved organisational outcomes. The strongest inter-variable correlation is observed between employee commitment and consultation ( $r = 0.755$ ), indicating a closely linked relationship between how employees are consulted and their level of organisational commitment.

Furthermore, none of the variables have a coefficient value greater than 0.80, indicating the presence of a multicollinearity problem, which denotes a situation in which some of the explanatory variables in a model are correlated, limiting and altering the efficiency of the regression results.

#### 4.5 Hypothesis Testing

The research hypotheses were tested utilising regression analysis in order to achieve the current study's objectives. The hypotheses were evaluated with an Alpha level of significance of 0.05 (Decision rule: computed level of significance <0.05, reject null hypothesis; computed level of significance >0.05, accept null hypothesis).

**Table 4.8a Model Summary of Employee Involvement and Organisational Performance in Beverage Firms in Benin City**

<b>Model Summary<sup>b</sup></b>										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.747 <sup>a</sup>	.557	.547	.36197	.557	54.775	4	174	.000	1.960

a. Predictors: (Constant), ECOM, EPDM, ED, EC

b. Dependent Variable: OP

**Source: Statistical Package for social Sciences v.22**

Table 4.8a presents the model summary of a multiple regression analysis assessing the impact of employee involvement dimensions—employee commitment (ECOM), employee participation in decision-making (EPDM), employee delegation (ED), and employee consultation (EC)—on

organisational performance (OP) in beverage firms in Benin City. The model shows a strong positive relationship, with an R value of 0.747, indicating a substantial correlation between the predictors and the dependent variable. The R Square value of 0.557 reveals that approximately 55.7% of the variance in organisational performance is explained by the combined effect of the four employee involvement variables. The adjusted R Square (0.547) adjusts for the number of predictors, confirming the model's robustness. The F-statistic of 54.775 with a significance level of  $p < 0.001$  indicates that the model is statistically significant. Additionally, the Durbin-Watson statistic of 1.960 suggests no serious autocorrelation in the residuals, confirming the independence of errors and the model's reliability.

**Table 4.8b Analysis of Variance (ANOVA) of Employee Involvement and Organisational Performance in Beverage Firms in Benin City**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.706	4	7.177	54.775	.000 <sup>b</sup>
	Residual	22.797	174	.131		
	Total	51.503	178			

a. Dependent Variable: OP

b. Predictors: (Constant), ECOM, EPDM, ED, EC

**Source: Statistical Package for social Sciences v.22**

Table 4.8b presents the Analysis of Variance (ANOVA) results for the regression model examining the influence of employee involvement variables including employee commitment (ECOM), employee participation in decision-making (EPDM), employee delegation (ED), and

employee consultation (EC) on organisational performance (OP) in beverage firms in Benin City. The model yields a regression sum of squares of 28.706 with 4 degrees of freedom (df), and a residual sum of squares of 22.797 with 174 df, resulting in a total sum of squares of 51.503. The mean square for regression is 7.177, and the calculated F-value is 54.775, which is statistically significant at  $p < 0.001$ . This indicates that the regression model as a whole is significant, meaning that the employee involvement variables jointly have a meaningful and measurable impact on organisational performance.

**Table 4.8c Regression Output of Employee Involvement and Organisational Performance in Beverage Firms in Benin City**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.979	.227		4.311	.000		
EPDM	.265	.070	.292	3.775	.000	.426	2.350
ED	.091	.073	.104	1.237	.218	.363	2.757
EC	.298	.085	.316	3.514	.001	.314	3.183
ECOM	.093	.062	.124	1.494	.137	.369	2.708

a. Dependent Variable: OP

Source: Statistical Package for social Sciences v.22

Table 4.8c presents the regression coefficients for the influence of employee involvement dimensions on organisational performance in beverage firms in Benin City. The model's constant (intercept) is 0.979 ( $p = 0.000$ ), indicating the baseline level of organisational performance when all predictors are held constant. Among the independent variables, employee participation in decision-making (EPDM) has a significant positive effect ( $\beta = 0.292$ ,  $p = 0.000$ ) on organisational performance, as does employee consultation (EC) ( $\beta = 0.316$ ,  $p = 0.001$ ). These variables are statistically significant at the 0.01 level, suggesting they are strong predictors of organisational performance.

In contrast, employee delegation (ED) ( $\beta = 0.104$ ,  $p = 0.218$ ) and employee commitment (ECOM) ( $\beta = 0.124$ ,  $p = 0.137$ ) do not significantly predict organisational performance at the 0.05 level, implying their effects, while positive, are not statistically conclusive in this model. The Variance Inflation Factor (VIF) values for all predictors are below 4 (ranging from 2.350 to 3.183), indicating acceptable levels of multicollinearity. These results suggest that while all forms of employee involvement contribute positively to performance, decision-making and consultation have the most statistically significant and impactful roles in driving organisational outcomes in the beverage sector.

### **Hypothesis i**

**H<sub>01</sub>:** *Employee participation in decision making has no significant influence on organisational performance in beverage firms.*

The regression result shows that employee participation in decision making (EPDM) has a p-value of 0.000, which is less than 0.05, and a standardised beta coefficient ( $\beta$ ) of 0.292, indicating a positive and statistically significant influence. Therefore, the null hypothesis is rejected, and it is concluded that employee participation in decision making significantly influences organisational performance in beverage firms in Benin City.

### **Hypothesis ii**

**H<sub>02</sub>:** *Employee delegation has no significant effect on organisational performance in beverage firms.*

The p-value for employee delegation (ED) is 0.218, which is greater than 0.05, with a beta coefficient of 0.104, suggesting a weak and statistically insignificant effect. Therefore, the null hypothesis is accepted, indicating that employee delegation does not have a statistically significant effect on organisational performance in beverage firms.

### **Hypothesis iii**

**H<sub>03</sub>:** *Employee consultation has no significant impact on organisational performance in beverage firms.*

The p-value for employee consultation (EC) is 0.001, which is less than 0.05, with a positive beta of 0.316, signifying a strong and significant relationship. Thus, the null hypothesis is rejected, and it is concluded that employee consultation has a significant impact on organisational performance in beverage firms.

## **Hypothesis iv**

**Ho4:** *Employee commitment has no significant effect on organisational performance in beverage firms.*

The p-value for employee commitment (ECOM) is 0.137, which is greater than 0.05, and the beta value is 0.124, suggesting a positive but statistically insignificant effect. Hence, the null hypothesis is accepted, indicating that employee commitment does not have a significant effect on organisational performance in beverage firms.

## **4.5 Discussion of Findings**

### **4.5.1 Employee Participation in Decision-Making and Organisational Performance**

The regression analysis revealed that employee participation in decision-making (EPDM) had a statistically significant and positive influence on organisational performance ( $\beta = 0.292$ ,  $p = 0.000$ ), indicating that increased participation directly contributes to improved performance outcomes in beverage firms in Benin City. This finding is in strong alignment with the results of Charles, Francis, and Zirra (2021), who found that inclusive decision-making enhances productivity and fosters innovation within Access Bank, Nigeria. Similarly, Daniel (2019) and Opara (2021) confirmed that participatory management enables better strategic alignment and operational effectiveness in the banking and manufacturing sectors respectively. Moreover, Chukwuemeka (2020) and Oyedele et al. (2023) reinforced this position, highlighting that involvement in decision-making enhances motivation and organisational alignment. These

consistent findings across diverse contexts validate the strategic relevance of participatory practices as a key performance driver. However, Amarachi (2021) noted that some participatory mechanisms, such as collective bargaining, may have limited influence, suggesting that the effectiveness of participation may vary depending on the form and organisational context.

#### **4.5.2 Employee Delegation and Organisational Performance**

The regression results indicated that employee delegation (ED) had a positive but statistically insignificant effect on organisational performance ( $\beta = 0.104$ ,  $p = 0.218$ ), suggesting that delegation alone may not meaningfully predict performance in the sampled beverage firms. This contrasts with the findings of Ezeanolue and Ezeanyim (2020), who reported a significant relationship between delegation and productivity in South-East Nigeria's manufacturing sector. Likewise, Amobi (2021) emphasized that employee empowerment—a form of delegation—had a strong positive impact on performance at Unilever Plc and Nigeria Breweries. The divergence in findings may be attributed to contextual differences; for example, while manufacturing and large corporate firms may structurally support and monitor delegated responsibilities, beverage firms in Benin may not be implementing delegation in a structured or empowering manner. Additionally, Nnadi and Ndubuisi (2021) showed that while job enrichment (a related construct) improved performance in indigenous firms, its success was highly contingent on how roles and responsibilities were defined and managed. Thus, the current study's result suggests that

delegation, though theoretically beneficial, requires supportive systems to translate into measurable organisational outcomes.

#### **4.5.3. Employee Consultation and Organisational Performance**

Employee consultation (EC) emerged as a statistically significant predictor of organisational performance ( $\beta = 0.316$ ,  $p = 0.001$ ), affirming the positive role of consultative practices in improving firm performance. This finding aligns with Chukwuemeka (2020) and Nnadi and Ndubuisi (2021), who found that consultative engagement improves institutional alignment and encourages problem-solving. Similarly, Ifeoma et al. (2023) and Olaniyan et al. (2024) highlighted that employee consultation not only drives proactive engagement but also strengthens communication channels and organisational cohesion. The result also resonates with Osazevbaru and Amawhe (2022), who demonstrated that consultation enhances adaptability and flexibility—key attributes of competitive firms. In the current context, beverage firms in Benin City that engage employees in consultations are likely fostering a sense of ownership, reducing resistance to change, and improving operational responsiveness. These outcomes are consistent with the growing consensus in the literature that inclusive consultation practices are a critical pillar of modern performance management frameworks.

#### **4.5.4 Employee Commitment and Organisational Performance**

The regression coefficient for employee commitment (ECOM) was positive but not statistically significant ( $\beta = 0.124$ ,  $p = 0.137$ ), suggesting that, in this context, commitment alone may not

directly translate into improved organisational performance. This finding contrasts with several studies, including Eneh (2022) and Fasanmi et al. (2022), who found that employee dedication and job involvement significantly enhanced both job effectiveness and organisational efficiency. Similarly, Gede and Huluka (2024), in their study on public universities in Ethiopia, reported that dedication (a dimension of commitment) significantly influenced institutional outcomes. The disparity may be due to differences in how commitment is operationalised—while respondents may express loyalty and emotional attachment, actual performance gains may only materialise when commitment is coupled with enabling structures, recognition, or empowerment. Additionally, Babalola et al. (2020) noted that while commitment had a positive relationship with performance, its strength was relatively weak, suggesting that other organisational factors (e.g., leadership, resources, structure) moderate this relationship. Therefore, while employee commitment remains important, it may not independently drive performance unless reinforced by participatory and developmental practices.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary of the major findings, draws conclusions based on the research objectives and hypotheses, and offers practical recommendations for improving organisational performance through employee involvement. The chapter also highlights the study's contribution to knowledge and proposes suggestions for further research. It is structured into the following sections: summary of findings, conclusion, recommendations, contribution to knowledge, and suggestions for future studies.

#### **5.2 Summary of Findings**

This study investigated the impact of employee involvement on organisational performance in beverage firms in Benin City, Edo State. A total of 179 structured questionnaires were administered and successfully retrieved from employees across beverage firms located in Ikpoba Okha, Ovia North East, and Egor Local Government Areas. The analysis employed both descriptive statistics (frequency, percentage, and mean) and inferential statistics (regression analysis) using SPSS version 22.

Key findings are summarised below:

- i. Employee participation in decision-making (EPDM) was found to have a statistically significant and positive effect on organisational performance ( $\beta = 0.292$ ,  $p = 0.000$ ), suggesting that participatory management contributes meaningfully to improved performance outcomes in the beverage sector. This finding aligns with the research gaps. It responds directly to the methodological gap that previous studies did not disaggregate employee involvement into specific variables such as participation (Babalola et al., 2020; Daniel, 2019). It also addresses the contextual gap, as most existing studies focused on banking, public, or manufacturing sectors with little or no attention to beverage firms in Edo State. By isolating participation and establishing its significance, this study confirms that participatory decision-making enhances organisational outcomes in the beverage sector thus filling both the methodological and contextual void identified in the literature.
- ii. Employee delegation (ED) showed a positive but statistically insignificant influence on organisational performance ( $\beta = 0.104$ ,  $p = 0.218$ ), implying that delegation practices alone may not predict improved performance unless supported by other organisational factors. This finding does not align with the research gaps. Although the study attempted to fill a methodological gap by including delegation as a distinct variable previously neglected in studies like Oyedele et al. (2023) and Chukwuemeka (2020), the result did not confirm delegation as a significant predictor of performance. This lack of alignment is explained by the statistical insignificance of delegation, which suggests that, within beverage firms, delegation may be ineffective or poorly implemented. It is possible that

employees are given tasks without adequate authority or resources, limiting its impact. Hence, while the variable inclusion addresses the gap, the finding itself diverges from expectations, indicating that delegation may require additional organisational support to affect performance meaningfully.

- iii. Employee consultation (EC) had a statistically significant and positive impact on organisational performance ( $\beta = 0.316$ ,  $p = 0.001$ ), underscoring the importance of consultative practices in enhancing organisational responsiveness and productivity. This finding aligns with the research gaps. The literature review identified that consultation was either underrepresented or merged with broader constructs such as feedback or engagement (Eneh, 2022; Nnadi & Ndubuisi, 2021). This study disaggregated consultation and provided empirical evidence of its distinct and positive role in improving performance. It also filled the contextual gap by focusing on the beverage sector, which was largely absent in earlier research. Therefore, the finding not only validates consultation as a key factor in employee involvement but also contributes to sector-specific knowledge, as suggested in studies like Ifeoma et al. (2023).
- iv. Employee commitment (ECOM) also demonstrated a positive but statistically insignificant relationship with organisational performance ( $\beta = 0.124$ ,  $p = 0.137$ ), indicating that commitment, while beneficial, may not directly translate into performance outcomes without supporting interventions. This finding does not align with the research gaps. Although this study addressed the methodological omission of commitment in

previous works, where it was either conflated with job enrichment or entirely excluded (Nnadi & Ndubuisi, 2021; Osazevbaru & Amawhe, 2022), the statistical insignificance of the result fails to confirm its impact on organisational performance. This divergence suggests that while commitment is conceptually important, it may not translate into measurable performance gains in the absence of enabling conditions such as leadership support, incentives, or organisational trust. Hence, although the study fills a methodological gap by including the variable, the finding itself does not support the theoretical expectation that commitment independently drives performance.

### **5.3 Conclusion**

This study assessed the effect of employee involvement on organisational performance in selected beverage firms in Benin City, Edo State. Drawing on data from 179 employees and employing both descriptive and inferential methods, the research explored how four dimensions of employee involvement including participation in decision-making, delegation, consultation, and commitment influence organisational outcomes. The findings revealed that employee participation and consultation are significant drivers of performance, whereas delegation and commitment, though positively related, did not show significant direct effects. The study concludes that enhancing employee voice and engagement through structured participation and consultation mechanisms is crucial for improving performance in beverage firms. For employee

involvement to yield optimal results, it must be supported by managerial commitment, organisational systems, and employee capacity development.

#### **5.4 Practical Recommendations**

Based on the findings and conclusions, the following practical recommendations are offered:

**Strengthen participatory decision-making:** Management should institutionalise employee participation in operational and strategic decision-making processes. This can be achieved through regular strategy meetings, employee forums, and participatory committees, allowing employees to contribute ideas that enhance performance and innovation.

- i. **Improve delegation structures:** While delegation showed a positive effect, it was not statistically significant. Therefore, beverage firms should develop clear delegation frameworks, provide role-specific training, and ensure accountability systems to enhance the effectiveness of delegated tasks.
- ii. **Enhance consultative mechanisms:** Since consultation significantly influenced performance, organisations should formalise consultation platforms such as feedback sessions, suggestion schemes, and departmental consultations to capture employee insights and integrate them into decision-making processes.
- iii. **Foster meaningful commitment:** Although commitment did not show a significant direct effect, organisations should still invest in strengthening employee attachment through

recognition, fair policies, and growth opportunities. A committed workforce, when properly engaged, can indirectly enhance performance.

- iv. Adopt an integrated employee involvement strategy: Rather than implementing isolated practices, beverage firms should integrate decision-making, consultation, delegation, and commitment into a unified employee involvement framework that aligns employee goals with organisational objectives.

### **5.5 Contribution to Knowledge**

This study contributes to empirical literature by providing context-specific evidence on the influence of employee involvement on organisational performance within the Nigerian beverage industry. Unlike prior studies that focused predominantly on general organisational commitment or singular dimensions of involvement, this research simultaneously examined four key dimensions—decision-making, delegation, consultation, and commitment—within a single model. The study empirically establishes that employee participation and consultation are critical predictors of organisational performance, thereby extending existing theoretical models of employee involvement. Furthermore, the study's focus on beverage firms in Benin City, Edo State fills a notable gap in sector-specific research and provides practical insights that can guide management practices in similar industries across developing economies.

## **5.6 Suggestions for Further Studies**

Future research should extend the current study by including a larger and more geographically diverse sample across different cities and industries, such as telecommunications, pharmaceuticals, and logistics. Such comparative studies would help ascertain whether the influence of employee involvement practices varies by industry type or organisational structure. Moreover, studies could investigate whether cultural, regulatory, or organisational factors mediate the relationship between employee involvement and performance in public versus private firms.

Methodologically, subsequent studies should consider using mixed-method approaches, incorporating interviews, focus groups, or case studies to complement quantitative findings. Future research could also introduce moderating or mediating variables such as leadership style, employee engagement, or organisational culture to further explain how and why employee involvement affects performance. Longitudinal designs would additionally help capture how changes in involvement practices over time influence sustained performance outcomes, thereby offering deeper insights for both academics and practitioners.

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## QUESTIONNAIRE

### SECTION A: PERSONAL DATA

Please tick (✓) in the appropriate box and give answers where necessary.

1. **Gender**
  - Male
  - Female
2. **Age**
  - Below 25 years
  - 25–34 years
  - 35–44 years
  - 45 years and above
3. **Marital Status**
  - Single
  - Married
  - Divorced/Separated
  - Widowed
4. **Educational Qualification**
  - SSCE/OND
  - HND/B.Sc./B.A
  - M.Sc./MBA/Professional Qualification
  - Ph.D.
5. **Work Experience**
  - Less than 1 year
  - 1–5 years
  - 6–10 years
  - Above 10 years

### SECTION B: GENERAL

Please tick in the appropriate box after each question as an indication of your choice using likert scale: Strongly Agree=SA; A= Agree; Undecided=U; Disagree= D; Strongly Disagree= SD.

S/N	Statements	SA	A	U	D	SD
	<b>Organisational Performance</b>					
6	The organisation consistently achieves its set goals and objectives.					
7	The organisation has maintained steady growth in recent years.					
8	Employees' productivity contributes significantly to organisational success.					
9	The organisation is competitive compared to other beverage firms.					
10	The organisation adapts quickly to market and environmental changes.					
	<b>Employee Participation in Decision Making</b>					
11	Employees are allowed to contribute ideas in decision-making.					
12	Management encourages employees to share their opinions.					
13	Employees are involved in setting departmental goals.					
14	Suggestions from employees are usually considered.					
15	Participation improves organisational performance.					
	<b>Employee Delegation</b>					
16	Management delegates responsibilities effectively.					
17	Employees are trusted to carry out delegated tasks.					
18	Delegation motivates employees to perform better.					
19	Delegated tasks are clearly defined.					
20	Delegation enhances efficiency and performance.					
	<b>Employee Consultation</b>					
21	Management consults employees before major changes.					
22	Employees are encouraged to provide feedback on policies.					
23	Consultations improve relationships between management and staff.					
24	Consultation helps employees understand their roles better.					
25	Consultation has a positive effect on organisational performance.					
	<b>Employee Commitment</b>					
26	I am proud to work in this organisation.					
27	I always put in extra effort to achieve organisational goals.					
28	I feel emotionally attached to this organisation.					
29	I intend to remain with this organisation for a long time.					
30	My commitment improves the organisation's performance.					

**Thank You**

## APPENDICES

```

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### Frequencies

#### Notes

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**Frequency Table**

**The organisation consistently achieves its set goals and objectives.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.7	1.7	1.7
	Disagree	7	3.9	3.9	5.6
	Neutral	14	7.8	7.8	13.4
	Agree	104	58.1	58.1	71.5
	Strongly Agree	51	28.5	28.5	100.0
	Total	179	100.0	100.0	

**The organisation has maintained steady growth in recent years.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.7	1.7	1.7
	Disagree	1	.6	.6	2.2
	Neutral	13	7.3	7.3	9.5
	Agree	94	52.5	52.5	62.0
	Strongly Agree	68	38.0	38.0	100.0

Total	179	100.0	100.0
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**Employees' productivity contributes significantly to organisational success.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	1.7	1.7	1.7
Disagree	2	1.1	1.1	2.8
Neutral	8	4.5	4.5	7.3
Agree	75	41.9	41.9	49.2
Strongly Agree	91	50.8	50.8	100.0
Total	179	100.0	100.0	

**The organisation is competitive compared to other beverage firms.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	5	2.8	2.8	2.8
Neutral	11	6.1	6.1	8.9
Agree	81	45.3	45.3	54.2
Strongly Agree	82	45.8	45.8	100.0
Total	179	100.0	100.0	

**The organisation adapts quickly to market and environmental changes.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.1	1.1	1.1
Disagree	5	2.8	2.8	3.9

Neutral	19	10.6	10.6	14.5
Agree	79	44.1	44.1	58.7
Strongly Agree	74	41.3	41.3	100.0
Total	179	100.0	100.0	

**Employees are allowed to contribute ideas in decision-making.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	3	1.7	1.7	2.2
Neutral	14	7.8	7.8	10.1
Agree	77	43.0	43.0	53.1
Strongly Agree	84	46.9	46.9	100.0
Total	179	100.0	100.0	

**Management encourages employees to share their opinions.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	5	2.8	2.8	3.4
Neutral	13	7.3	7.3	10.6
Agree	74	41.3	41.3	52.0
Strongly Agree	86	48.0	48.0	100.0
Total	179	100.0	100.0	

**Employees are involved in setting departmental goals.**

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	11	6.1	6.1	6.7
	Neutral	17	9.5	9.5	16.2
	Agree	71	39.7	39.7	55.9
	Strongly Agree	79	44.1	44.1	100.0
	Total	179	100.0	100.0	

**Suggestions from employees are usually considered.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	6	3.4	3.4	4.5
	Neutral	17	9.5	9.5	14.0
	Agree	76	42.5	42.5	56.4
	Strongly Agree	78	43.6	43.6	100.0
	Total	179	100.0	100.0	

**Participation improves organisational performance.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	1	.6	.6	1.7
	Neutral	12	6.7	6.7	8.4
	Agree	63	35.2	35.2	43.6
	Strongly Agree	101	56.4	56.4	100.0
	Total	179	100.0	100.0	

**Management delegates responsibilities effectively.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	1.7	1.7	1.7
	Neutral	18	10.1	10.1	11.7
	Agree	69	38.5	38.5	50.3
	Strongly Agree	89	49.7	49.7	100.0
	Total	179	100.0	100.0	

**Employees are trusted to carry out delegated tasks.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	2.2	2.2	2.2
	Disagree	2	1.1	1.1	3.4
	Neutral	10	5.6	5.6	8.9
	Agree	66	36.9	36.9	45.8
	Strongly Agree	97	54.2	54.2	100.0
	Total	179	100.0	100.0	

**Delegation motivates employees to perform better.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	4	2.2	2.2	3.4
	Neutral	7	3.9	3.9	7.3
	Agree	65	36.3	36.3	43.6
	Strongly Agree	101	56.4	56.4	100.0
	Total	179	100.0	100.0	

**Delegated tasks are clearly defined.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	5	2.8	2.8	3.9
	Neutral	8	4.5	4.5	8.4
	Agree	70	39.1	39.1	47.5
	Strongly Agree	94	52.5	52.5	100.0
	Total	179	100.0	100.0	

**Delegation enhances efficiency and performance.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.1	1.1	1.1
	Disagree	2	1.1	1.1	2.2
	Neutral	10	5.6	5.6	7.8
	Agree	65	36.3	36.3	44.1
	Strongly Agree	100	55.9	55.9	100.0
	Total	179	100.0	100.0	

**Management consults employees before major changes.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.6	.6	.6
	Disagree	9	5.0	5.0	5.6

Neutral	14	7.8	7.8	13.4
Agree	68	38.0	38.0	51.4
Strongly Agree	87	48.6	48.6	100.0
Total	179	100.0	100.0	

**Employees are encouraged to provide feedback on policies.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.6	.6	.6
Disagree	2	1.1	1.1	1.7
Neutral	10	5.6	5.6	7.3
Agree	70	39.1	39.1	46.4
Strongly Agree	96	53.6	53.6	100.0
Total	179	100.0	100.0	

**Consultations improve relationships between management and staff.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	3	1.7	1.7	1.7
Neutral	11	6.1	6.1	7.8
Agree	69	38.5	38.5	46.4
Strongly Agree	96	53.6	53.6	100.0
Total	179	100.0	100.0	

**Consultation helps employees understand their roles better.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.1	1.1	1.1
Neutral	11	6.1	6.1	7.3

Agree	51	28.5	28.5	35.8
Strongly Agree	115	64.2	64.2	100.0
Total	179	100.0	100.0	

**Consultation has a positive effect on organisational performance.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.1	1.1	1.1
Disagree	1	.6	.6	1.7
Neutral	7	3.9	3.9	5.6
Agree	61	34.1	34.1	39.7
Strongly Agree	108	60.3	60.3	100.0
Total	179	100.0	100.0	

**I am proud to work in this organisation.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.1	1.1	1.1
Disagree	2	1.1	1.1	2.2
Neutral	16	8.9	8.9	11.2
Agree	57	31.8	31.8	43.0
Strongly Agree	102	57.0	57.0	100.0
Total	179	100.0	100.0	

**I always put in extra effort to achieve organisational goals.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.1	1.1	1.1
Disagree	4	2.2	2.2	3.4
Neutral	11	6.1	6.1	9.5
Agree	64	35.8	35.8	45.3
Strongly Agree	98	54.7	54.7	100.0
Total	179	100.0	100.0	

**I feel emotionally attached to this organisation.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	2.2	2.2	2.2
Disagree	8	4.5	4.5	6.7
Neutral	15	8.4	8.4	15.1
Agree	56	31.3	31.3	46.4
Strongly Agree	96	53.6	53.6	100.0
Total	179	100.0	100.0	

**I intend to remain with this organisation for a long time.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	5	2.8	2.8	2.8
Disagree	8	4.5	4.5	7.3
Neutral	17	9.5	9.5	16.8
Agree	48	26.8	26.8	43.6
Strongly Agree	101	56.4	56.4	100.0
Total	179	100.0	100.0	

**My commitment improves the organisation's performance.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.7	1.7	1.7
	Disagree	1	.6	.6	2.2
	Neutral	10	5.6	5.6	7.8
	Agree	64	35.8	35.8	43.6
	Strongly Agree	101	56.4	56.4	100.0
	Total	179	100.0	100.0	

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**Descriptives**

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### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The organisation consistently achieves its set goals and objectives.	179	1.00	5.00	4.0782	.81732
The organisation has maintained steady growth in recent years.	179	1.00	5.00	4.2458	.75396
Employees' productivity contributes significantly to organisational success.	179	1.00	5.00	4.3911	.77396
The organisation is competitive compared to other beverage firms.	179	2.00	5.00	4.3408	.71975
The organisation adapts quickly to market and environmental changes.	179	1.00	5.00	4.2179	.82959
Employees are allowed to contribute ideas in decision-making.	179	1.00	5.00	4.3408	.74280
Management encourages employees to share their opinions.	179	1.00	5.00	4.3352	.77853
Employees are involved in setting departmental goals.	179	1.00	5.00	4.2067	.89113
Suggestions from employees are usually considered.	179	1.00	5.00	4.2402	.84358
Participation improves organisational performance.	179	1.00	5.00	4.4525	.74331
Management delegates responsibilities effectively.	179	2.00	5.00	4.3631	.73208
Employees are trusted to carry out delegated tasks.	179	1.00	5.00	4.3966	.83072
Delegation motivates employees to perform better.	179	1.00	5.00	4.4469	.77258

Delegated tasks are clearly defined.	179	1.00	5.00	4.3911	.79544
Delegation enhances efficiency and performance.	179	1.00	5.00	4.4469	.75045
Management consults employees before major changes.	179	1.00	5.00	4.2905	.85753
Employees are encouraged to provide feedback on policies.	179	1.00	5.00	4.4413	.70366
Consultations improve relationships between management and staff.	179	2.00	5.00	4.4413	.68751
Consultation helps employees understand their roles better.	179	1.00	5.00	4.5475	.71244
Consultation has a positive effect on organisational performance.	179	1.00	5.00	4.5196	.70584
I am proud to work in this organisation.	179	1.00	5.00	4.4246	.79228
I always put in extra effort to achieve organisational goals.	179	1.00	5.00	4.4078	.79757
I feel emotionally attached to this organisation.	179	1.00	5.00	4.2961	.95784
I intend to remain with this organisation for a long time.	179	1.00	5.00	4.2961	1.00367
My commitment improves the organisation's performance.	179	1.00	5.00	4.4469	.77258
OP	179	1.20	5.00	4.2547	.53791
EPDM	179	1.00	5.00	4.3151	.59203
ED	179	1.20	5.00	4.4089	.61290
EC	179	1.20	5.00	4.4480	.57174
ECOM	179	1.00	5.00	4.3743	.71611
Valid N (listwise)	179				

CORRELATIONS

/VARIABLES=OP EPDM ED EC ECOM

/PRINT=TWOTAIL NOSIG

/MISSING=PAIRWISE.

**Correlations**

**Notes**

Output Created		09-OCT-2025 08:19:23
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	179
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		<p>CORRELATIONS</p> <p>/VARIABLES=OP EPDM ED EC ECOM</p> <p>/PRINT=TWOTAIL NOSIG</p> <p>/MISSING=PAIRWISE.</p>
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.01

### Correlations

		OP	EPDM	ED	EC	ECOM
OP	Pearson Correlation	1	.669**	.628**	.694**	.627**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	179	179	179	179	179
EPDM	Pearson Correlation	.669**	1	.692**	.709**	.654**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	179	179	179	179	179
ED	Pearson Correlation	.628**	.692**	1	.741**	.713**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	179	179	179	179	179
EC	Pearson Correlation	.694**	.709**	.741**	1	.755**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	179	179	179	179	179
ECOM	Pearson Correlation	.627**	.654**	.713**	.755**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	179	179	179	179	179

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

### REGRESSION

```

/MISSING LISTWISE
/STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT OP
/METHOD=ENTER EPDM ED EC ECOM
/RESIDUALS DURBIN.

```

## Regression

### Notes

Output Created		09-OCT-2025 08:19:52
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data	179
	File	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT OP /METHOD=ENTER EPDM ED EC ECOM /RESIDUALS DURBIN.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02
	Memory Required	5104 bytes

Additional Memory Required for Residual Plots	0 bytes
--	---------

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ECOM, EPDM, ED, EC <sup>b</sup>		Enter

a. Dependent Variable: OP

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change		
					R Square Change	F Change	
1	.747 <sup>a</sup>	.557	.547	.36197	.557	54.775	

a. Predictors: (Constant), ECOM, EPDM, ED, EC

b. Dependent Variable: OP

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.706	4	7.177	54.775	.000 <sup>b</sup>
	Residual	22.797	174	.131		
	Total	51.503	178			

a. Dependent Variable: OP

b. Predictors: (Constant), ECOM, EPDM, ED, EC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.979	.227		4.311	.000	.531	1.427		
	EPDM	.265	.070	.292	3.775	.000	.127	.404	.426	2.350
	ED	.091	.073	.104	1.237	.218	-.054	.236	.363	2.757
	EC	.298	.085	.316	3.514	.001	.130	.465	.314	3.183
	ECOM	.093	.062	.124	1.494	.137	-.030	.216	.369	2.708

a. Dependent Variable: OP

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	EPDM	ED	EC	ECOM
1	1	4.970	1.000	.00	.00	.00	.00	.00
	2	.014	19.142	.70	.00	.01	.00	.21
	3	.007	26.521	.22	.56	.04	.00	.46
	4	.005	30.092	.01	.36	.82	.00	.14

5	.004	35.118	.07	.08	.12	1.00	.18
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a. Dependent Variable: OP

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.8407	4.7126	4.2547	.40159	179
Residual	-1.65390	.83413	.00000	.35788	179
Std. Predicted Value	-6.011	1.140	.000	1.000	179
Std. Residual	-4.569	2.304	.000	.989	179

a. Dependent Variable: OP