

# EFFECT OF EMPLOYEE PARTICIPATION ON EMPLOYEE PERFORMANCE IN NATIONAL RESEARCH INSTITUTE FOR CHEMICAL AND TECHNOLOGY, ZARIA, KADUNA

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## Abstract

Organizations that have a high-level engagement of employees are discovered to have higher earnings when compared with the other companies that have limited employee's engagement within the same industry. This study examines the effect of employees' participation on employee performance in the National Research Institute for Chemical and Technology, Zaria. The study adopted survey research design. The population of the study was 546 staff of NARICT, Kaduna while the sample size was 231. The study used primary source of data collection (questionnaire). Multiple regression was used to analyse the data collected from the respondents. It was found that there exists a negative and insignificant effect of employees' participation on employee performance in NARICT, Zaria, Kaduna. In hypothesis one the study found that employees' engagement is negative and significant in employee performance in terms of job satisfaction in NARICT. In Hypothesis two the study found that employees' commitment is negative and insignificant in achieving performance in terms of job satisfaction in NARICT. The study therefore concluded that there exists a negative and insignificant effect of employees' participation on employee performance in NARICT, Zaria, Kaduna. It was therefore recommended that NARICT, Zaria, Kaduna should try re-strategies employees' engagement in order to remove the negative effect and concentrate on the significant effect on employees' engagement in order to achieve performance in terms of job satisfaction. Also, NARICT, Zaria, Kaduna should re-formulate and re-frame the concept of employees' commitment by identifying areas of employees' commitment and those areas which employees do not do well for improvement in the future.

**Keywords:** Employee participation, employee engagement, employee commitment, performance

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## INTRODUCTION

Employee participation in decision-making has been acknowledged as a managerial tool for regaining organizational performance by striving for the shared goals of employees and employers. This is actualized by allowing workers contribution in developing the mission statement, establishing policies

and procedures, pay determination, promotion, and determining perks (Ojokuku & Sajuyigbe, 2014).

Organizations that have a high-level engagement of employees are discovered to have higher earnings when compared with the other companies that have limited employee's engagement within

the same industry. The gap between them is sometimes huge, for instance, the earnings of these companies that have high level employees' engagement is more than double of the other companies in the overall market (Kotter & Heskett, 2011). For improved business performance, there is need for increased employee engagement. Also, employee engagement can help organization to be transformed to the best (Cattermole, et al., 2013). In addition, it aims to creating a good working environment for employees, while boosting a good communication and interaction with their works and assisting them to complete their tasks effectively and efficiently.

Employee commitment is now an indispensable element in organizations. The reason why commitment has attracted research attention over the years is primarily because organizations rely on committed employees to create and maintain competitive advantage and achieve superior performance (Akintayo 2010). In a changing market world employee commitment is now considered a necessity for effective performance of individuals and organizations (Andrew 2017). Various organizations are now resorting to promoting commitment in their capacity to increase its efficiency in order to achieve strategic goals through developmental programs that provide opportunities for career growth and promotion (Gul 2015).

Over the years, National Research Institute for Chemical and Technology, Zaria, Kaduna ensures employee engagement in major activities of the organization such as formulating policies and programmes. They also ensure that all the employees are committed to organizational goals and objectives. Yet,

the management of this institution is uncertain about which of these variables (employee engagement and employee commitment) mostly increases employees' performance in terms of job satisfaction.

From the extant studies such as Kagwiria. (2017); Motieri (2018); Butali and Njoroge (2018); Chukwuemeka (2020); Ijeoma and Mbah (2020) studied the variables such as employees' participation and performance in different organizations but none of the studies reviewed use National Research Institute for Chemical and Technology, Zaria as a case study.

Based on the problem of the study, the following research questions were raised for the study:

- i. To what extent does employees' engagement affect employee performance in National Research Institute for Chemical and Technology, Zaria?
- ii. How does employees' commitment affect employee performance in National Research Institute for Chemical and Technology, Zaria?

The broad objective of this study is to examine the effect of employees' participation on employee performance in the National Research Institute for Chemical and Technology, Zaria. The specific objectives of the study are to:

- i. evaluate the effect of employee engagement on employee performance in National Research Institute for Chemical and Technology, Zaria.
- ii. examine the effect of employee commitment on employee performance in National Research Institute for Chemical and Technology, Zaria

Based on the objectives of the study, the following null hypotheses were raised to be tested:

**H0<sub>1</sub>:** Employee engagement has no significant effect on employee performance in National Research Institute for Chemical and Technology, Zaria.

**H0<sub>2</sub>:** Employee commitment has no significant effect on employee performance in National Research Institute for Chemical and Technology, Zaria.

This study examined the effect of employees' participation on employee performance in National Research Institute for Chemical and Technology, Zaria. The employees' participation is proxied by employee's engagement and employee commitment. The employee performance in National Research Institute for Chemical and Technology, Zaria is proxied by job satisfaction. This study is limited to National Research Institute for Chemical and Technology, Zaria. The choice of this is to unveil critical issues on employee participation in National Research Institute for Chemical and Technology, Zaria. Moreso, the period under study is current.

## LITERATURE REVIEW

Employee participation also known as employee voice refers to the say employees have in matters of concern to them in their organization. It involves direct involvement of employees and trade union representation (Naliaka, 2019). Employee Participation has promoted the level of individuals' satisfaction on the job. When people have that feeling that they are being involved on decision process of the firm, it motivates them to put in their best even when the cash reward is not forthcoming; they are not demoralized in making sure that organizational goals

and objectives are being achieved (Chimaobi & Mba, 2020).

Participation has been defined as a process which allow employees to exert some influence over their work and conditions under which they work, or tentatively a process in which influence on decision making is shared between hierarchical superiors and their subordinate (Zohoori, 2018).

Employee engagement is defined as a property of the relation between the organizations with their employees. In other words, employee engagement refers to the intellectual as well as the emotional commitment to an organization by their employees in their jobs (Amhalhal et. al, 2015). Moreover, employee engagement is a narrow-intensive conceptualization of the relationship between the employee and his/her job (Yalabik et al., 2017). The employee engagement concept is about how satisfied, and happy employees are with their jobs as well as the environment in which they work with their colleagues. In addition to this, employee engagement is, about how their work performance is associated or aligned with the outcomes of organization (Amhalhal et. al, 2015).

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. Ongori (2007) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees feel toward the organization. Zheng, (2010) describes employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components.

Performance is defined by Elena-Iuliana and Maria (2016) as the achievement of objectives and how these objectives are achieved. High performance results from appropriate behavior, especially discretionary, and the effective use of the required knowledge, skills and competencies. According to Arinanye (2015), employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature, and timeliness of output. According to Sorsatakaro and Wako (2014), organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable. To satisfy customers, firms do much effort but do not pay attention on satisfying employees. But the fact is that customers would not be satisfied until and unless employees are satisfied. Because, if employees are satisfied, they will do more work, therefore, ultimately customers will be satisfied (Ahmad, 2012). Employee performance is actually influenced by motivation because if employees are motivated then they will do work with more effort and by which performance will ultimately improve (Dukhan *et al.*, 2017).

Employees' satisfaction to do a job is very influential. Satisfaction is described as an evaluation to describe a person for feeling happy or unhappy, satisfied or dissatisfied in his/her work. This has a profound effect on employee performance. The employees are required to have a good performance and have the skills in doing the work. Sani and Maharani (2013) explained five indicators in determining job satisfaction, among others are Payments, Employment, Promotional Opportunities, Supervisors and Colleagues. Performance reflects how

well employees meet the requirements of a job. Basically, every individual has a different portion of work. It can be seen from individual's skills and potential with a direct effect on their performance.

### **Empirical Studies**

Gogo and Okemini (2022) examined employee's participation in decision making and workers commitment in selected telecommunication organizations in the Niger-Delta. The study used a sample of 329 respondents which cut across Mtn, Glo and Airtel telecommunication companies operating in the Niger Delta Region Nigeria. The study adopted the use of questionnaire as the tool for data collection and descriptive statistics in the analysis of the data collected. The result of the study showed that participation in decision making has a nexus with employee commitment to organizational goals. Workers' participation in decision making will besides committing them to organizational goals also enhance their productivity.

Chimaobi and Mba (2020) examined the impact of employee participation in decision making on organizational performance using Government Owned Enterprises in Port-Harcourt, River State as a case study. The population of the study comprised managers and employees of the selected firm in Port-Harcourt River state. The sample for the study was given as 125. The study was analyzed using of tables and percentage while the three hypotheses were tested with the aid of ANOVA. The result from the research shows that employee participation in decision making has positive effect on organizational performance.

Nassim (2019) assessed employee participation in decision-making and

organizational productivity at the Foundation for Human rights initiative located in Nsambya, Kampala district. The study used descriptive research approach on employee participation in decision making at the Foundation for human rights initiative in Kampala district, Uganda. Cross sectional survey design using both the quantitative and qualitative methods of data collection. The sample size was determined by use of Morgan and Krejcie (1970) table for determining sample size for a given population. In the case, the sample was derived from the given population of 46 employees. The data for the research was collected using questionnaires and one-on-one interviews with the employees. The study findings established that it was evident that participation improves the morale of employees; improves workplace relationships between the various employees and other staff in an organization and reduces labour-management friction.

Ezeanolue and Ezeanyim (2020) examined the influence of employee participation in decision-making and organizational productivity in selected manufacturing firms in South-East, Nigeria. The study aimed to determine the influence of employee consultation, employee involvement, employee delegation, on organizational productivity. Survey design was adopted. The population of the study consisted of 2416 employees of the selected manufacturing firms in South-East, Nigeria. The statistical formula devised by Borg and Gall (1973) was employed to determine the sample size of 470. The instrument uses for the study was questionnaire. Simple percentage analysis was employed to answer the research questions. Linear regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent

variable. The result shows that employees' consultation, employees' involvement and employee delegation had a significant positive effect on organizational productivity in manufacturing Firms South-East, Nigeria.

Mahmoud, et al., (2018) investigated the effect of IT employees' engagement on organizational performance through the mediating role of job satisfaction for IT employees within the IT Departments in Jordanian banking sector. Quantitative research design and regression analysis were applied on a total of 429 valid returns that were obtained in a questionnaire-based survey. The results showed that IT employee engagement significantly affected organizational performance and three of its dimensions, vigor, absorption, and dedication contributed significantly to organizational performance. The results also showed that IT employee engagement positively and significantly affected job satisfaction, where vigor had the most contribution. In addition, it was found that job satisfaction significantly and positively affected organizational performance. Furthermore, job satisfaction only partially mediated the association between IT employee engagement and organizational performance.

Ngaochai and Verawat (2021) investigated the relationship between employee engagement and individual performance outcomes (including growth, achievement, contribution, and customer satisfaction) in large firms in Thailand, which is rapidly growing as an international business hub. The study took place in Thai offices of multinational corporations, whose performance is both very important for Thailand's overall economy and for the firm's continued presence in Thailand. The study was

conducted using a survey methodology. A convenience sample of employees of multinational corporations ( $n = 423$ ) completed a survey on employee engagement and individual performance outcomes. The data were analyzed using linear regression analysis. The results showed that there was a significant, positive relationship between employee engagement and all four performance outcomes that were targeted. The strongest effect was observed for achievement ( $\beta = 0.899$ ), followed by growth ( $\beta = 0.887$ ), contribution ( $\beta = 0.872$ ), and customer satisfaction ( $\beta = .867$ ).

Abdallah and Marsaa (2020) assessed the level of employee engagement and its effect on the non-financial performance of Jordanian insurance companies. Employee engagement is described as the level of commitment and involvement of employees towards their organization and its values. The success of any organization is based on the level of employees' engagement and many organizations realize that engagement is becoming one of the most critical factors to stay competitive in the market. To study the effect of engagement on non-financial performance, a questionnaire was distributed to a sample of 200 employees working in Jordanian insurance companies. 180 responses were collected and only 167 were considered valid for analysis. The results show that employee engagement significantly affects non-financial performance. Performance is positively impacted by increased engagement of employees. More specifically, vigor, dedication, and absorption have positive and significant effects on non-financial performance. Other findings of this research is that engagement among insurance employees in Jordan is Moderate.

Kelvin (2019) analyzed the effects of employee commitment on organizational performance. In order to investigate the matter, affective commitment, normative commitment, and continuance commitment have been taken as independent variables, and organizational performance as the dependent variable. The paper examined the concept of commitment and its feasible outcome on the organization. The findings of the study indicated a high degree of correlation between employee commitment and organizational performance.

Nwankwo, et al., (2019) examined the effect of employee commitment on organizational performance. The research method used was the survey research method. The sources of data were primary and secondary sources of data. The major instrument of data collection was the questionnaire. The population of the study was 225 while the sample size of 144 was determined using 'Taro Yamane's formula. The data collected were presented in tables using frequencies and simple percentages and analysed using inferential statistics. The hypotheses were tested using the Chi-square distribution formula. The findings include that there was a positive and significant relationship between employee commitment and organizational profitability, with the hypothesis one testing result showing  $\chi^2_{cal} = 52.46 > \chi^2_{tab} = (5.99)$ . There was a significant effect of employee commitment on employee turnover with the hypothesis testing result showing thus:  $\chi^2_{cal} = 62.36 > \chi^2_{tab} = (5.99)$ .

Dinku (2019) determined the effects of employee commitment on the performance of organisation based on a case study of Arjo Didessa Sugar Factory.

To attain this, the study determined factors that affect employee commitment in the study area and also attempted to identify the relationship and their effect between employees' commitment, and factors affecting employee's commitment, as well as the relationship and their effect between employees' commitment models and organizational performance at Arjo Didessa Sugar Factory. The research is a cross-sectional study. 261 employees and four management members were selected as sample of the study. Standardized questionnaires were distributed, filled, and collected. Statistical package for social sciences (SPSS) was used to process and analyze the data collected from the respondents through correlation, and regression analyses were performed to determine the association between dependent and independent variables. Additionally, employees' commitments were found to have effects on organizational performance in the study area. Based on the regression results, employees' commitments models have effects on performances for the organization at Arjo Didessa Sugar Factory.

## **THEORETICAL FRAMEWORK**

### **Goal Setting Theory**

Goal setting theory was postulated by Edwin Locke in 1960 and he asserted that goal setting is fundamentally linked to performance (Locke, 1968). Goal Setting theory is an intellectual hypothesis of motivation grounded on the assertions that goals do regulate employee behavior. Goal theory postulates a positive link between performance and goal difficulty, with challenging goals eliciting more effort than simple goals (Martin & Manning, 1995). This hypothesis presupposes that behavior is purposeful and that goals focus

employees' energies in performing specific task (Locke & Latham, 1990).

Consequently, Goal Setting hypothesis is an effective strategy of arousing performance by provision of feedback, employee involvement and participation (Latham et al, 2002). Necessary feedback of results and employee involvement in goal setting directs the employee behaviour and contributes to higher performance than absence of feedback and non-involvement. Also, specific, difficult goals lead to participation through employee involvement in goal setting, enhanced employer-employee relations and improved performance by producing higher levels of effort and planning (Latham et al, 2002). Thus, goal setting can be an effective method of influencing performance by enhancing employee participatory initiatives through the provision of appropriate communication and regular feedback mechanism (Latham et al 2002).

### **Research Methodology**

The study adopted survey research design. Survey research design aims at collecting data and describing it in a systematic manner that indicates the characteristic, features or facts about the given population.

The population of this research covers all the employees of the National Research Institute for Chemical and Technology (NARICT), which is 546 staff according to Human Resources Department Record (2023).

In order to effectively determine the sampling representative of the entire population of the employees of NARICT, Taro Yamane's (1967) formula for sample size determination cited in Ezugwu and Akubo (2014) was adopted to reduce the population as it was too large. Thus, the

Taro Yamene’s formula is stated as follows:

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

Where: n = Sample size

N = Population size

e = Degree of tolerance error with a confidence level of 95%, the degree of tolerance error is 5% (0.05).

$$\begin{aligned} \text{Therefore: } n &= \frac{546}{1 + 546(e)^2} \\ &= \frac{546}{1 + 546 (0.0025)} \\ &= \frac{546}{1 + 1.365} \\ &= \frac{546}{2.365} \\ n &= 230.86 \\ n &\approx 231 \end{aligned}$$

Two hundred and thirty-one (231) is the Taro Yamane’s minimum sample size for the study. However, 25% (58) was added to ensure a successful return of 231. Singh and Masuku (2014) averred that there is need to increase such calculated sample size by 25% to account for those who cannot returned their questionnaires or properly filled. Therefore, a total copy of 289

questionnaire was distributed to employees of NARICT, Zaria, Kaduna to collect data for this study.

Asika (2004) defined reliability as the consistency between independent measurement of the same phenomenon, which implies stability, dependability, and predictability of a measuring instrument.

**Table 1: Scale of reliability of variables**

Variables	Cronbach’s Alpha
Job satisfaction	0.75
Employees engagement	0.86
Employees commitment	0.91

Source: Researcher’s computation (2023)

The above table indicates the reliability of the instruments if the variables have Alpha value above 0.7, which means that all variables in the instrument were reliable.

The study used descriptive statistics such as mean and standard deviation as well as frequencies and percentages. The study also used regression. The regression is used to estimate the cause-and-effect relationship between the dependent and independent variables. Statistical Package for Social Sciences (SPSS) is also used in analyzing data. The regression analysis results provided  $Y=a+bx$

Where y is the dependent variable  
 a is constant or intercept  
 b is the coefficient  
 x is the independent variable

However, the above model is expanded to:  
 $JBS= \alpha +\beta_1EGM+ \beta_1ECM+ \mu$

Where:

JBS is Job satisfaction

EGM is employees' engagement

ECM is employees' commitment

$\alpha$  =Intercept or Constant

$\beta$  = Slope of the regression line with respect to the independent variables

$\mu$  = error term

**Data Presentation and Analysis**

Data collected from the respondents who are staff of NARICT, Zaria, Kaduna is presented in vivid descriptive and referential statistics and analysed accordingly. Data collected from the respondents is analyzed through the use

support for anticipated directions of the association between independent and dependent variables. The regression indicates how a model fits and has the capacity to include the t-test and f-test as well as Durbin Watson.

**Model Specifications**

The study used employees' participation indicators such as employee engagement and employee commitment. The dependent variable is performance measured by job satisfaction. The regression model is stated as:

$Y = a + bx$  1

$JBS= \alpha +\beta_1EGM+ \beta_1ECM+ \mu$  2

of correlation and regression analysis employing the use of statistical software package of SPSS version 20. The researcher administered 289 copies of questionnaire but realized that only 246 copies were returned and used.

**Table 4.1: Percentage Analysis for Employees Commitment**

Items	5	4	3	2	1
NARICT employees frequently have positive emotional attachment to work	47(19.11)	45(18.29)	10(4.06)	46(18.70)	98(39.84)
NARICT employees are always involved in the organization issues and matter	98(39.84)	56(22.76)	15(6.10)	40(16.26)	37(15.04)
NARICT employees always identify with the organizational goals	91(36.99)	52(21.14)	12(4.87)	42(17.07)	49(19.92)

Source: Field Survey, 2023

Table 4.1 indicates that 19.11% respondents strongly agreed that NARICT employees frequently have positive emotional attachment to work. 18.29% agreed and 4.06% were undecided. 18.70% strongly disagreed and 39.84% disagreed.

Table 4.1 indicates that 39.84% respondents strongly agreed that NARICT employees are always involved in the organization issues and matter.

22.76% agreed and 6.10% were undecided. 16.26% strongly disagreed and 15.04% disagreed.

Table 4.1 indicates that 36.99% respondents strongly agreed that NARICT employees always identify with the organizational goals. 21.14% agreed and 4.87% were undecided. 17.04% strongly disagreed while 19.92% disagreed.

**Table 4.7: Percentage Analysis for Employees Engagement**

Items	5	4	3	2	1
NARICT employees are usually engaged in setting the objective of the organization	90(36.58)	87(35.36)	20(8.13)	42(17.07)	7(2.85)
NARICT employees are frequently engaged in major decisions of the organization	87(35.36)	99(40.24)	10(4.07)	34(13.82)	16(4.50)
NARICT employees always engaged in formulating organizational policies and programmes	78(31.71)	110(44.76)	15(6.10)	24(9.76)	19(7.72)

Source: Field Survey, 2023

Table 4.2 indicates that 36.58% respondents strongly agreed that NARICT employees are usually engaged in setting the objective of the organization. 35.36% agreed and 8.13% were undecided. 17.07% strongly disagreed while 2.85% disagreed.

Table 4.2 indicates that 35.36% respondents strongly agreed that

NARICT employees are frequently engaged in major decisions of the organization. 40.24% agreed and 4.07% were undecided. 13.82% strongly disagreed and 4.50% disagreed.

Table 4.2 indicates that 31.71% respondents strongly agreed that NARICT employees always engaged in formulating organizational policies and

programmes. 44.76% agreed and 6.10% were undecided. 9.76% strongly disagreed and 7.72% disagreed.

**Table 4.3: Percentage Analysis for job satisfaction**

Items	5	4	3	2	1
Employees in NARICT are usually satisfied with the management policy and programmes.	98(39.84)	46(18.70)	10(4.06)	45(18.29)	47(19.11)
Employees in NARICT are usually not satisfied with the management policy and programmes.	49(19.92)	91(36.99)	12(4.87)	42(17.07)	52(21.14)
Employees of NARICT are fully satisfied with the management policy and programmes.	87(35.36)	90(36.58)	7(2.85)	42(17.07)	20(8.13)

Source: Field Survey, 2023

Table 4.3 indicates that 39.84% respondents strongly agreed that employees in NARICT are usually satisfied with the management policy and programmes. 18.70% agreed and 4.06% were undecided. 18.29% strongly disagreed and 19.11% disagreed.

Table 4.3 indicates that 19.92% respondents strongly agreed employees in NARICT are usually not satisfied with

the management policy and programmes. 36.99% agreed and 4.87% were undecided. 17.07% strongly disagreed while 21.14% disagreed.

Table 4.3 indicates that 35.36% respondents strongly agreed that employees of NARICT are fully satisfied with the management policy and programmes. 36.58% agreed and 2.85% were undecided. 17.07% strongly disagreed and 8.13% disagreed.

**Table 4.4: Descriptive Statistics on the Variables**

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
JBS	246	1.00	5.00	3.0086	1.25944
EGM	246	1.00	5.00	3.5243	1.22104
ECM	246	1.00	5.00	3.8157	1.25471
Valid N (listwise)	246				

Source: SPSS version 20.00

Table 4.4 shows the result of the descriptive statistics which indicates the mean and standard deviation as well as minimum and maximum value of the variables. The mean value of growth (JBS) is 3.00, the mean value of employee

engagement (EGM) is 3.52 while the mean value of employees commitment (ECM) is 3.81 The table also recorded standard deviation of the variables as indicated in the table.

**Table 4.5: Correlation Analysis for the Variables**

		JBS	EGM	ECM
JBS	Pearson Correlation	1	.680**	.660**
	Sig. (2-tailed)		.000	.000
	N	246	246	246
EGM	Pearson Correlation	.680**	1	.801**
	Sig. (2-tailed)	.000		.000
	N	246	246	246
ECM	Pearson Correlation	.626**	.772**	.911**
	Sig. (2-tailed)	.000	.000	.000
	N	246	246	246

Based on the results of the correlation matrix, employee engagement has a strong positive correlation with performance in terms of job satisfaction of employees of NARICT, Zaria, Kaduna

while employee commitment has a strong positive correlation with performance in terms of job satisfaction in NARICT, Zaria, Kaduna.

**Test of Hypotheses**

**Table 11: Regression Result**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 <sup>a</sup>	.885	.785	.17138

a. Predictors: (Constant), EGM, ECM

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

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	635.593	6	105.932	3873.112	.000 <sup>b</sup>
	Residual	9.381	378	.027		
	Total	644.974	246			

a. Dependent Variable: JBS

b. Predictors: (Constant), EGM, ECM

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

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.020	.031		-.630	.529
	EGM	-.916	.047	.886	-20.349	.000
	ECM	-.103	.020	.107	-5.056	.188

a. Dependent Variable: GR

The R<sup>2</sup> = 0.88 indicates that only 88% of variation on employee participation can be used to explain performance in terms of job satisfaction of employees in NARICT, Zaria, Kaduna but 13% can be explained by other factors not noted in

the regression model which is referred to as error term. The regression result shows that the model is fit for the study since the f-statistics is significant at 5% level of significance. This implies that all the variables used in the study are fit for

the model and can be used to explain their effect on each other.

Employee engagement (EGM) is negative and significant in achieving performance in terms of job satisfaction of employees in NARICT, Zaria, Kaduna. The  $JBS = -0.02 + 0.91EGM$  which indicates that performance in terms of job satisfaction of employees in NARICT, Zaria, Kaduna will increase by 91% for every 1% increase in employee engagement in the organization. The p-value of 0.000 is less than the t-statistic value of .20.349 and the standard error value of 0.047 is more than the t-statistic value. This implies that employee engagement is negative and significant in achieving performance in terms of job satisfaction among employees in NARICT, Zaria, Kaduna.

Employee commitment is negative and insignificant in achieving performance in terms of employee job satisfaction in NARICT, Zaria, Kaduna. The  $JBS = -0.02 + 0.103ECM$  which indicates that performance in terms of employee job satisfaction in NARICT, Zaria, Kaduna will decrease by 10% for every 1% increase in employee commitment in the organization. The p-value of 0.188 is more than the t-statistic value of -.5.056 and the standard error value of 0.020 is more than the t-statistic value. This implies that employees' commitment is negative and insignificant in achieving performance in terms of satisfaction in NARICT, Zaria, Kaduna.

### **Discussion of Findings**

The study found that there exists a negative and insignificant effect of employees' participation on employee performance in NARICT, Zaria, Kaduna. The findings are not in line with the findings in the empirical studies which found negative and insignificant effect of employees' participation on

performance. Also, the study disagrees with the findings of Chimaobi and Mbah (2020) who found that there is a positive and significant effect of employees' participation on performance. The study is in line with Goal Setting Theory which is an intellectual hypothesis of motivation grounded on the assertions that goals do regulate employee behavior. Goal theory postulates a positive link between performance and goal difficulty, with challenging goals eliciting more effort than simple goals (Martin & Manning, 1995). This hypothesis presupposes that behavior is purposeful and that goals focus employees' energies on performing specific tasks (Locke & Latham, 1990).

In hypothesis one the study found that employees' engagement is negative and significant in employee performance in terms of job satisfaction in NARICT. The findings are not in line with the findings in the empirical studies which found negative and insignificant effect of employees' participation on performance. Also, the study disagrees with the findings of Erajesvarie and Shamila (2018); Abdallah and Marsaa (2020) who found that there is a positive and significant effect of employees' engagement on performance.

In Hypothesis two the study found that employees' commitment is negative and insignificant in achieving performance in terms of job satisfaction in NARICT. The findings are not in line with the findings in the empirical studies who found negative and insignificant effect of employees' participation on performance. Also, the study disagrees with the findings of Kelvin (2019) Nwankwo, Orga and Ugwu (2019) who found that there is a positive and significant effect of employees' commitment on performance.

### Summary

The study examined the effect of employees' participation on employee performance in NARICT, Zaria, Kaduna. The specific objectives of this study include to assess the effect of employees' engagement on employee performance in NARICT, Zaria, Kaduna; and to determine the effect of employees' commitment on employee performance in NARICT, Zaria, Kaduna.

The finding reveals that employees' engagement has no significant effect on employee performance in NARICT, Zaria, Kaduna; and employees' commitment have no significant effect on employee performance in NARICT, Zaria, Kaduna. Based on the findings the null hypotheses were accepted.

### CONCLUSIONS

The study therefore concluded that there exists a negative and insignificant effect of employees' participation on employee performance in NARICT, Zaria, Kaduna. This implies that employees' participation has negative effect on performance but does not have a significant effect on the performance despite the negative effect it has on performance. Others conclusion were that employees' engagement is negative and significant in performance in terms of job satisfaction in NARICT, Zaria, Kaduna. This implies that employees' engagement has a negative and significant contribution to the performance in terms of employee job satisfaction in NARICT, Zaria, Kaduna.

Employees commitment is negative and insignificant in achieving performance in terms of employee job satisfaction in NARICT, Zaria, Kaduna. This implies that employees' commitment has a negative and insignificant contribution

to the performance in terms of job satisfaction in NARICT, Zaria, Kaduna.

### Recommendations

The study therefore recommended the following:

- i) NARICT, Zaria, Kaduna should try re-strategise employees' engagement in order to remove the negative effect and concentrate on the significant effect on employees' engagement in order to achieve performance in terms of job satisfaction.
- ii) NARICT, Zaria, Kaduna should re-formulate and re-frame the concept of employee commitment by identifying areas of employees' commitment and those areas in which employees do not do well for improvement in the future.

### Contribution to Knowledge

The study developed a conceptual model to guide the study which can be used by future scholars to explain the relationship between employees' participation and performance. The study also operationalized every concept used in the study by ensuring that the concept is given a definition peculiar to the study; future researchers in this area of study may also find useful.

### Suggestions for Further Study

This research work is on the effect of employees' participation on employees' performance in NARICT, Zaria, Kaduna. This research can further be improved by studying the effect of employees' commitment on the performance of NARICT, Zaria, Kaduna. The research can also be improved upon by studying the effect of employees' engagement on performance of NARICT, Zaria, Kaduna.

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