

AFRICAN JOURNAL OF MANAGEMENT, BUSINESS ADMINISTRATION & ENTREPRENEURSHIP

IMPACT OF EMPLOYEE PARTICIPATION IN DECISION MAKING ON ORGANIZATIONAL
PERFORMANCE IN INTERNATIONAL BUSINESS MACHINES,
LAGOS STATE, NIGERIA

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Article history:

Received: FEB 2021;

Received in revised form:

2 FEB 2021;

Accepted: 2 MARCH 2021;

Keywords:

Consultation, Decision making, Employee
Participation, Leadership Styles,
Organizational Performance, J53

ABSTRACT

The aim of this study was to evaluate the effect of employee participation in decision making on organizational performance in International Business Machines Lagos State, Nigeria. Specifically, the study sought to: Determine the impact of employee consultation on organizational performance in International Business Machines Lagos State, Nigeria. Examine the effect of leadership on organizational performance in International Business Machines Lagos State, Nigeria. The study employed a descriptive research design. A sample size of 215 respondents was picked through Cochran (1963) formula sampling techniques. The data collected was captured analyzed using Statistical Package for Social Scientists version (24). Linear regression analysis was used to determine the effect of employee participation on organizational performance. Based on the objectives and results of the study, it was discovered that there is an improvement in performance function of employee consultation and leadership style. Although the

level of significance differs, all the variables have a considerable influence on the performance of workers in international business machines, Lagos State, Nigeria. The study recommended management to encourage

increased level of worker's participation in work related decisions and incorporation of employee views in organizational policy to create employee sense of belonging and ownership of the organization.

Background to the study

Today organizations going through big changes from the past. These changes are related to the motivation and decision making of an operational strategy in an organization. It is very important to implement changes in the organization to face organization competitiveness and profitability (Chen, & Aryee, 2007). The organization need to frequently adjust circumstances and events that occurs in the environments to survive. Meanwhile it is not only important to the survival of the organization but also it is necessary to make changes while overcoming problems repeated with changes and more developments. These changes cannot do alone but through people. It is a special form of delegation in which the subordinate gain greater control, freedom of choice with respect to bridging the communication gap between the management and workers. It refers to the degree of employee involvement in organization's strategic planning activities (Noah, 2015).

Decision according to the Oxford Advanced Learner is the action of deciding a conclusion reached and a judgment arrived at. Therefore, decision-making is the most germane activities of management of multifarious organization ranging from small-scale organization to multinational corporations. Decision-making styles throughout organizations are changing because the task, the environment and the people have changed. We are no longer marching troops into battle; we do not want blind obedience. Competitive advantages are now the result of employee

making decision thinking being creative and asking questions. When most managers are honest, they will acknowledge that their employee often have greater knowledge about the work than they do. Clearly, effectiveness can only be achieved with their total involvement management at time, see decision to the heart of their job in that, they must always choose what is to be done who will do it where and most at time now it will be done Employees must be involved if they are to understand the need for creativity and employees must be involved if they are to be committed to changing their behaviors in work, in new and improved ways.

Employee participation in decision making has been recognized as a managerial tool for improving organizational performance by striving for the shared goals of employees and managers. This is actualized by way of allowing workers' input in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employee participation in decision making has become a significant topic in human resource management (HRM), and is regarded as one of the chief ingredients of employee voice, which many management scholars have observed to be a growing management concept (UK Essays, 2013). A modern forward-looking business does not keep its employees in the dark about vital decisions affecting them. It trusts them and involves them in decision making at all

levels. 'Command and control' is no longer an adequate model.

This is actualized by way of allowing workers' input in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employee participation in decision making has become a significant topic in human resource management (HRM), and is regarded as one of the chief ingredients of employee voice, which many management scholars have observed to be a growing management concept (Brinsfield, 2015). Employee involvement means that every employee is regarded as a unique human being, not just a cog in a machine, and each employee is involved in helping the organization meet its goals (Nwoko & Emerole, 2017). The employee participation in planning process indicates possible innovation, which may facilitate opportunity and recognition in the organization (Zivkovic, 2017).

This contrasts with organizations that are true believers in employees as their „greatest asset“ where there is a strategic pledge to sharing information and views and achieving a workplace culture that meets business needs. (Bennett, 2015) describes employee participation as a form of employee voice initiative which may be seen differently by Human Resource (HR) experts and unions. Several studies have shown that allowing employees to participate in decision making leads to increase in motivation, job performance, and organizational growth (Kim, McDuffie & Pil, 2017). Komal (2015) believes that worker participation is merely a managerial technique that can be used effectively in certain situations. According to Ojokuku and Sajuyigbe (2014), employee

involvement in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work situation. Ojokuku and sajuyigbe define employee participation in decision making as the process in which two or more parties influence each other in making certain plans, policies or decisions.

They further explain that employee participation in decision making has been recognized as a managerial tool for improving organizational performance by striving for the shared goals of employees and managers. This is actualized by way of allowing workers' input in developing the mission statement, establishing policies and procedures, pay determination, promotion, and determining perks. Employee participation in decision making has become a significant topic in human resource management (HRM), and is regarded as one of the chief ingredients of employee voice, which many management scholars have observed to be a growing management concept (Brinsfield, 2014).

Nachiket (2015) views employee involvement as 'a range of processes designed to engage the support, understanding and optimum contribution of all employees in an organization and their commitment to its objectives' to enable them contribute to the continuous improvement and the ongoing success of their work. Agyeman (2016) sees employee involvement as a unique human being not just a part in a machine and each employee is involved in helping the organization meet its goals. He further explained that each employee's input is solicited and valued by his or her management. Employees and management recognize that each employee is involved in running the business. Pyman (2015), the involvement of employees in

the organizational operations not only motives them but also enables them to contribute more effectively and efficiently. Further, he explains employee as a process involving participation, communication and decision-making which leads to industrial democracy and employee motivation.

Employees with high level of involvement could be described as one whose job is the center of his/her life. As such, many theorists have hypothesized that employees with high level of involvement will put forth substantial effort towards the achievement of organizational objectives and less likely to lead to turnover (Komal, 2016). People are more important in today's organizations than ever before. Human beings have capabilities, abilities and skills that help organization to performance day to day activities along with other resources such as material's, money and information. Employee involvement in decision making serves to create a sense of belonging among the workers as well as a congenial environment in which both the management and the workers voluntarily contribute to healthy industrial relations (Noah, 2015) Employee involvement in decision making is very critical to the survival of every organization and therefore needs serious attention to be able to address this attitude and ensure harmony in employer-employee relationship. The involvement of employees in decision-making allows them to feel as of part of the organization to ensure the achievement of organizational goals.

Statement of the problem

Over the years, the practice of all organization and the management commanded that employer or management

would expect that workers will do the work that is set by top management. This was a traditional method of getting results through others in the early days and it is no longer true of today's business. The trend has changed and the management expects more from its workers than doing simply what is assign by the manager. It has also changed in that workers expect that more can be got from them by simply working according to the direction of the boss.

Employee participation in decision making has become a significant topic in human resource management (HRM), and is regarded as one of the chief ingredients of employee voice, which many management scholars have observed to be a growing management concept. Several studies have shown that allowing employees to participate in decision making leads to increase in motivation, job performance, and organizational growth (Kim, Ferrin & Raol 2010 and Bhuiyan, 2010). One of the problems of this study is the problem of leadership style. There have been reported cases of leadership failure or management crisis in different organizations. These problems cannot be said to be limited to the boundaries of Nigeria alone but a global phenomenon. It cannot also be limited to only one particular industry but across all types of industries as well as business and government establishments.

It is often noted that the type of leadership style used in an organization of then determine the level of productivity, some employees are likely to produce more under high supervision and when this is not done, it often demoralized them to work, also leadership style determine the effectiveness of each employee in the organization. Another problem is delegation of authority It stands out reality of phenomenon of delay in delivery of services

to customers, reviewers and routines from perspective of researchers based on thoughts of customers in order to obtain variety services, functional job methods and technical tasks done by employees of International Business Machine (IBM), which leads the capacity to absorb a long time with customers to obtain the required services. The results will be accumulation of business affairs on citizens and wasting time and effort of employees and customers.

Objective of the Study

The broad objective of this study is to evaluate the impact of employee participation in decision making on organizational performance in International Business Machines, Lagos State, Nigeria. The specific objectives of this study are to;

- Determine the impact of employee consultation on employee work efficiency in International Business Machines, Lagos State, Nigeria.
- Examine the impact of leadership on employee work behavior in International Business Machines, Lagos State, Nigeria.

Research question

- How does employee consultation improve employee work efficiency in International Business Machines Lagos State, Nigeria?
- Does leadership enhance employee work behavior in International Business Machines Lagos State, Nigeria?

Research hypothesis

- H₀₁:** Employee consultation has no significant impact on work efficiency in International Business Machines Lagos State, Nigeria.
- H₀₂:** Leadership has no significant effect on employee work behavior in

International Business Machines Lagos State, Nigeria.

Literature Review

Employee Participation

Wagner (2015), Participation in Decision Making defined (PDM) as a process of involvement among employees and administration in sharing information processes, decision making and problem solving in an organization. Participation in Decision Making is a process which allows employees to exert some influence over their work and the conditions under which they work (Strauss, 2015). Employees' Participation in Decision Making involves the process of sharing important information between managers and employees to generate new ideas and possible alternatives, plan processes and evaluate results to achieve an organization's objectives (Scott-Ladd 2017).

Beardwell and Claydon (2018) defined employee participation as the distribution of power between employer and employee in decision making processes, either through direct or indirect involvement. In addition, Participation in Decision Making also refers to employee participation and influence in decision making at the workplace (Buscket 2017). Participation in Decision Making encourages the involvement of manpower at all levels of an organization to analyze problems, develop new strategies, and implements solutions (Helms, 2017).

According Employee participation in decision making, sometimes referred to as participative decision-making (PDM) is concerned with shared decision making in the work place, define it as joint decision making between managers and subordinates. Participative decision-making (PDM) has attracted academic attention in

the last 20 years. It has been argued that PDM is an element vital to improving job satisfaction in an organization. A high degree of participation (deep employee participation in decision making) means that all categories of employees are involved in the planning process. Conversely, a low degree of participation (shallow employee participation in decision making) indicates a fairly exclusive planning process which involves the top management only.

Employee Consultation

Consultative participation can potentially touch all workers directly in relation to their work tasks, work organization and working conditions. Such participation is strongly contingent on a voluntary management decision and can be seen as HRM practices (Kuye & Sulaimon, 2017). Consultative participation appears to have an impact on organizational performance in three rather basic ways. First, employees with consultative participation opportunities can influence organizational performance directly by offering suggestions leading to more efficient processes or better product quality (Koech & Namusonge, 2016).

In doing so, employees can contribute to higher labor productivity and process innovation. This involves seeking opinion of employees on matter affecting the job. Managers consult with their employees in order to encourage them to think about issues and contribute their own ideas before decisions are made. It would also mean briefing the employees on decisions that have been taken and explaining why such action has been taken in order to gain their co-operation.

Leadership styles

Leaders are the individuals in the organization who set the tone and culture. Northouse (2014) defines leadership as a process whereby one individual influences a group of individuals to achieve a common goal. Burns (2015) one of the most respected researchers on leadership, has provided a recent treatise on the importance of leadership by arguing that the effectiveness of a leader is a major determinant of the success or failure of a group, organization, or even an entire country. Indeed, it has been argued that one way in which organizations have sought to cope with the increasing volatility and turbulence of the external environment is by training and developing leaders and equipping them with the skills to cope (Torka & Loise 2016).

These claims are based on the assumption of a direct link between leadership and organizational performance. This assumption requires critical review. Moreover, leadership has long been seen as a key factor in organizational effectiveness, but interest in public sector leadership has increased over recent decades (Peris & Namusonge, 2018).

Organizational Performance

Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. The analysis focuses on three main outcomes, first, shareholder value performance; second, financial performance; and third, market performance. Many types of professionals, including strategic planners, focus on organizational performance. The term has a similar meaning to organizational effectiveness.

However, 'organizational effectiveness' covers a broader area. Organizational performance is two words let's look at the meaning of the two words. Organizational is the adjective of 'organization.' An organization is an organized group of individuals with a specific purpose. Performance is the process or action of performing a function or task. We perceive it regarding how successfully the person carries out that function. When we put the two words together, i.e., organizational performance, what do they mean? According to Louise James, a Senior Manager at Pitcher Partners.

Organizational performance relates to how successfully an organized group of people with a particular purpose perform a function. Essentially, this is what we are speaking about when we refer to organizational performance and achievement of successful outcomes.

Theoretical Framework

Leader-Member Exchange theory

The Leader-Member Exchange Theory first emerged in the 1970s by (George B. Graen and Mary Uhl-Bien 1970). It focuses on the relationship that develops between managers and members of their teams. Much of what has become leader-member exchange theory has origins in the introduction of the vertical dyad linkage theory (VDL) in 1975. Vertical dyad linkage theory has become widely known as leader-member exchange theory; although researchers such as George B. Graen and Mary Uhl-Bien maintain that current LMX theory differs markedly from early VDL work.

Previous leadership theories had assumed that all subordinates have similar characteristics and that all supervisors

behaved in the same fashion with all their subordinates. Gerstner and Day explain that traditional leadership theories attributed leadership effectiveness to personal characteristics of the leader, to features of the situation, or to an interaction between the two. LMX seeks to provide a different perspective that treats each subordinate/supervisor pair as an individual dyad with its own relationships.

Leader-Member Exchange (LMX) theory focuses on the dyadic and quality of the relationship between leader and follower (Chen 2017). In this style, a successful leader is characterized by high LMX that refers to a high quality relationship where members feel a part of in-group.

As a result, they have more responsibility, decision influence, higher satisfaction, and access to valuable resources. Reciprocally, when members feel in the out-group, this relationship is characterized by low LMX. Here, the leader offers low levels of support to the member, and the person has less responsibility and ability to influence decisions.

The ideal is for a leader to develop as many high-quality relationships as possible. This will lead to increases in subordinates' sense of job satisfaction and organizational citizenship, as well as to increased productivity and attainment of organizational goals.

Lunenburg (2010) presents findings that validate the implications of LMX for organizational effectiveness. He demonstrates that leaders do differentiate between followers, and this differentiation is not random. Such distinctions are not desirable, and leaders should strive to maximize the number of high-quality

relationships they develop with their followers.

Komal and Tahir's Model of Employee Participation

Komal and Tahir's Model of Employee Participation (2007) proponents of this model argue that by having employee participate in decision making, the organization will be able to improve the employee individual attributes such as job satisfaction, commitment to the organization, and improved productivity. The main intention of Komal and Tahir's Model of Employee Participation was to find out relationship among employee participation, job satisfaction, and employee productivity and employee commitment. The findings of this study are that employee participation not only an important determinant of job satisfaction components.

Increasing employee participation will have a positive effect on employee's job satisfaction, employee commitment and employee productivity. Naturally increasing employee participation is a long-term process, which demands both attention from management side and initiative from the employee side. The model argues that employee participation is a function of job satisfaction, employee commitment and employee productivity (Komal & Tahir, 2017).

The theory has been target by many critics.

Cox, Zagelmeyer and Marchington (2007) found no support for the idea that the mere presence of employee involvement and participation is associated with positive employee perceptions of participation practices. It was also suggested by them that the number and mix of practices is the key issue in the participation and commitment relation.

They further postulate that participation is not usually needed to gain commitment toward objectives but having employee participation in the planning can be an effective means of fostering commitment with the organization. (Wagner 2016) also argued that employees' participation in decision making may primarily serve to make them feel good about their jobs and organizations but do little to increase firm's performance while Leanna (2006) identified a relationship with performance but not with satisfaction.

Empirical Review

Sharan (2019) conducted a study to examine the impact of employee participation in decision making. Multiple and moderating regression analyses were used to test the hypotheses. The model summary showed a step-wise multiple regressions with five independent variables and participative decision-making (PDM) as the dependent variable. R square for the final model was 0.16 and adjusted r square was 0.15. The standard error of the estimate was 0.83 as the model included only trust as the significant variable and eliminated all the other four non-significant variables (gender). The results reveal that trust is the only individual factor that has an influence on PDM. Self-efficacy has a moderating effect on the PDM-OCB relation; however, LMX did not have any moderating effect.

In a study carried out by Lucy Kagwiria Kuria to examine the Role of Employee Consultation on Organizational Performance of Government Health Care Institutions in Kenya. Descriptive survey design was adopted in conducting the study and Stratified sampling techniques was employed to select 384 employees from the selected Kiambu and Machakos Level 5

hospitals as well as Kenyatta National Hospital as the respondents to the study. A response of 87.5% was achieved and both primary and secondary data was used for the study. Questionnaires and interview guides were used as data collection instruments. Data was analyzed using qualitative and quantitative procedure. In addition, a multiple linear regression model was applied to examine the relationship between the variables.

Abbas Umar Ibrahim and Cross Ogohi Daniel (2019) surveyed the impact of leadership on the organizational performance of Coca Cola Company in Abuja, the Federal Capital City, Nigeria. The study discovered that leadership on the organizational performance of any given company. The style of leadership a manager adopted has a direct effect on the organizational performance of the employee. The study among others things discovered is that participatory of leadership and delegation of duties enhances the employee performance and attainment of corporate goals and objectives. The study therefore concludes that achievement of organizational goal and objective depends solely on the leadership style an organization adopted.

Methodology

Research design refers to a plan which shows the strategy of an inquiry thought appropriate to the research (Kothari, 2015). Descriptive research design was used and the target population comprised of all the Staff of International Business Machines, Lagos State, Nigeria. Both male and female were selected for this study. The total population was 487. The sample size for this study was determined by applying the Cochran (1963) formula

which was 215. Questionnaire was used to collect the data for this research.

The data was analysed with the use of both descriptive and inferential statistical methods. Descriptive statistics analysis was used to present demographic data and inferential statistical technique that was used to evaluate the effects variables. Regression analysis was used to analyse the relationships between two or more variables with dependent variable, in this case, the relationships between Employee Participation in Decision Making and Organizational performance.

Results

Hypothesis One

H₀₁: Employee consultation has no significant impact on work efficiency in International Business Machines Lagos State, Nigeria.

To test hypothesis one, linear regression analysis was used. The data for employee consultation and organization performance were generated by adding scores of responses of all items for each of the variable. The results of the analysis are presented in Table 1.

Interpretation

Table one of coefficients presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p-values. The predictor variable had significant positive relationship with Organizational Performance. The findings confirm that there is a statistically significant influence of Consultation on Organizational Performance. This implies that an increase in Consultation leads to an increase in Organizational Performance as demonstrated by the equation below.

Organizational Performance = $2.574 + .147$ Consultation

Hypothesis Two

H₀₂: leadership styles have no significant effect on employee work behaviour in International Business Machines Lagos State, Nigeria.

In order to test hypothesis two, the researcher used linear regression analysis. The data for leadership styles and organization performance were generated by adding scores of responses of all items for each of the variable. The results of the analysis are presented in Table 2.

Interpretation

Table two of coefficients presents the unstandardized and standardized coefficients of the model, the t statistic for each coefficient and the associated p-values. The predictor variable had significant positive relationship with Organizational Performance. The findings confirm that there is a statistically significant influence of leadership styles on Organizational Performance. This implies that an increase in leadership styles leads to an increase in Organizational Performance as demonstrated by the equation below.

Organizational Performance = $2.169 + .295$ leadership styles

Conclusion and Recommendation

The findings confirm that there is a statistically significant influence of employee consultation on performance of technology institution. A positive increase in employee consultation leads to an increase in organizational performance. These results are in line with those of (Ravenswood (2017) who concluded that external accountability, responsibility, work relationships, consultations, communication, feedback on performance

and organizational changes have impact on organizational performance.

The moderating effect of leadership styles was observed to reduce the influence of employee delegation. Based on the objectives and results of this study, the improvement of performance of technology institutions is function of employee consultation, delegation and joint decision making as well as leadership style. Although the level of significance differs, all the factors variables have a considerable influence on the performance of international business machine. Only with a competent workforce can participation begin to unlock employees' potential by utilizing their skills and experience to the full, and it is this rather than job satisfaction that will contribute to improved performance.

The study recommends employees to be assigned authority in their tasks and receive reward in case of successful performance. Suggestion systems should be established and individual employees should be allowed to participate (to propose) in cases related to their organizational unit beyond their tasks. When they propose useful suggestions, a proportionate reward should be given to them. After they mature and enjoy the necessary skills to participate in affairs, they should be gradually allowed to plan and make decisions in related issues. To encourage team-working and improve team performance, rewards should be changed from individual orientation towards group performance.

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Table one: Linear Regression on Effect of employee consultation on Organization Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(constant)	2.574	.105		24.441	.000
	Consultation	.147	.030	.278	4.818	.000
a) Dependent variable: organizational performance R = .278; R ² = 0.077; F (1/343) = 23.214						

Source: Author's Fieldwork, 2020

Table two: Linear Regression on influence of leadership styles on Organization Performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.169	.102		21.303	.000
	Leadership styles	.275	.033	.475	9.002	.000
1) Dependent variable: Organizational performance R = 0.475; R ² = 0.226; F (1/343) = 81.029						

Source: Author's Fieldwork, 2020