



EXPLORING THE EFFECTS OF REPRESENTATIVE PARTICIPATION AND EMPLOYEES' COMMITMENT OF NON-ACADEMIC STAFF IN EKITI STATE UNIVERSITIES

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Abstract

The study examined the impact of representative involvement on non-academic staff members' commitment in Ekiti State Universities. The specific goal of this study is to investigate the relationship between organisational commitment and representative involvement among non-academic staff at Ekiti State Universities. 4,488 non-academic employees from four Ekiti State universities were analysed. These universities include Bamidele Olumilua University of Education, Science, and Technology in Ikere Ekiti, Federal University in Oye Ekiti, Ekiti State University in Ado Ekiti, and Afe Babalola University in Ado Ekiti. 4,488 non-academic staff members from each of the four universities in Ekiti State make up the study population; 367 respondents were selected using the Taro model. The aggregated test results showed a high correlation between employee commitment and representative involvement. The results indicated that representative involvement may account for more than 54% of employee engagement at the chosen colleges. The study found that representative engagement at the selected Ekiti State universities significantly increases staff commitment.

Keywords: Representative Involvement, employees' commitment, Non-Academic staff

Introduction

In recent years, Employee Participation in Decision Making (EPDM) has gained significant traction as a strategic tool for enhancing organisational performance. The core idea is that involving employees in key decisions can increase their sense of belonging, drive, and allegiance to the organisation. Rooted in principles of human resource management and organisational behaviour (García-Chas et al., 2020), this approach is increasingly embraced as a response to the dynamic and fast-evolving business landscape. Through participatory decision-making, organisations aim to foster greater job satisfaction, innovation, and productivity among employees.

The effectiveness of EPDM is evident in its ability to enhance employee morale, commitment, and retention. McWilliams and Chuang (2023) observe that firms adopting inclusive management practices often report higher levels of employee engagement. When workers feel that their perspectives are respected and considered, they tend to become more empowered and



motivated. This shift toward collaborative leadership has become especially necessary as companies strive to remain agile amidst fierce competition and fluctuating market demands. A more cooperative leadership approach is now seen as essential to achieving long-term success.

There are varying levels of employee involvement, ranging from advisory roles—where suggestions are merely proposed—to more active participation where employees are deeply engaged in the decision-making process. Research indicates that organisations allowing such involvement tend to enjoy greater employee loyalty and satisfaction (Sharma & Singh, 2021). Feeling acknowledged and included strengthens emotional connections to the workplace, leading to heightened job commitment. This is particularly relevant in service-driven and knowledge-intensive sectors, where employee input is directly linked to organisational outcomes (Choi & Lee, 2022).

The concept most commonly associated with such inclusive practices is Participative Decision-Making (PDM), which emphasizes collective involvement in organisational choices. According to Noah (2008), the definition by Mitchell (1973) of active employee participation aligns with a structured approach where employees are given more authority and say in work-related decisions. Despite its benefits, this model can sometimes lead to communication challenges between managers and their subordinates. The extent to which employees are involved may vary depending on company size and industry context. While some organisations reserve strategic decision-making for senior management, others promote a culture where staff at all levels can contribute. Notably, Barringer and Leudorn (1999) found that frontline employees, especially those interacting with customers, are more productive when they have meaningful input in decision-making.

McFarland (1968) asserts that organisational philosophy, managerial approach, and internal culture form the basis for cooperative decision-making environments. These are shaped by multiple factors including policies, economic trends, market conditions, and technology. Unlike autocratic models, participative management emphasises collaboration and shared authority. Maslow's motivational theory also supports the idea that people can only achieve self-actualisation when they operate in a supportive and enabling work environment.

In both developed and developing nations, including Nigeria, scholars have extensively explored the impact of employee involvement in decision-making. For example, Ugwu, Okoroji, and Chukwu (2019) assessed how such involvement influences operational efficiency in Nigeria's hotel sector. Similarly, Dede (2019) studied the Nigerian Cross River State Board of Internal Revenue, examining the link between employee participation and organisational effectiveness. In Port Harcourt, Ijeoma and Mbah (2019) evaluated the influence of employee decision-making input in government-owned enterprises. Additionally, Ike, Ezeh, and Etodike (2017) investigated the participatory roles of employees in decision-making processes within Awka, Anambra State.

Literature Review

Involving employees in organisational decision-making cultivates a strong sense of inclusion and responsibility for the company's achievements (Nwoko & Emerole, 2017). Employee Participation in Decision Making (EPDM) refers to the process where individuals across various organisational levels contribute to decisions that influence both their roles and the wider organisation (Dunlop & Lee, 2020). Nachiket (2014) defines employee participation as a collection of practices designed to engage the entire workforce and strengthen their



commitment to the organisation's vision and objectives. This concept aims to empower staff to proactively shape and enhance their work environments.

An employee with high involvement typically views their job as a core aspect of their personal identity. Literature on EPDM frequently highlights its role in driving innovation and original thinking. Allowing employees to contribute to significant decisions can lead to new insights that improve operational efficiency. Van der Westhuizen and Slabbert (2021) observe that when employees are given the opportunity to influence business decisions, they become more invested in the organisation's performance, prompting them to develop innovative strategies and solutions to emerging problems.

Forms of Participatory Decision Making

Here are the six types of involvement that Cotton and colleagues (1998) listed:

Participation in Work Decision

This form of involvement is most effective when employees are granted meaningful influence in decision-making processes. Direct and structured approaches help ensure that staff are actively integrated into decisions that shape organisational operations. Yadav and Rangnekar (2015) examined the relationship between employees' connection to their organisation and their involvement in work-related decisions, intrinsic motivation, and personal identity within team dynamics. Their study, which included a diverse group of employees across six locations, found a positive and statistically significant link between employee participation and their perceptions of their roles. The findings indicated that higher levels of motivation and emotional investment among employees contributed to increased overall engagement in the workplace.

Employee Ownership

One formal method of involving employees in a company's financial interests is through employee ownership, typically implemented by granting them equity shares. Active participation in organisational decision-making can serve as a powerful motivator, not just for the employees themselves but also for those around them.

Klein (1987) outlines three theoretical frameworks explaining the psychological effects of employee ownership. The first, known as the "intrinsic satisfaction model," suggests that employee morale and commitment improve when workers feel fulfilled, which in turn can boost productivity. The second, the "instrumental satisfaction model," argues that employees become more loyal when they are actively involved in the organisation's decision-making. Lastly, the "extrinsic satisfaction model" posits that ownership stakes lead to greater employee dedication and performance due to both the financial incentives and the sense of shared responsibility.

Representative Participation

In the representative participation model, employees may appoint one or more individuals to act as intermediaries who communicate their concerns and feedback to management during meetings. This allows workers to take part in organisational decision-making, although their influence is mediated through selected representatives, making it a more indirect form of involvement. Since not every employee is personally engaged in the decision-making process,



this method serves primarily as a channel for sharing opinions and grievances. Labour unions are the most prevalent means through which representative participation is implemented.

Consultative Participation

Consultative participation offers a structured approach for involving employees in decision-making processes. A common technique used alongside this method is the implementation of quality circles. Yadav and Rangnekar (2015) describe these as “semi-autonomous workgroups” where employees collaborate and contribute to team-based decisions. Alternatively, quality circles can be viewed as routine meetings where staff from various levels of the organisation come together to discuss productivity and identify ways to improve quality. This form of participation has been linked to improvements in several key performance indicators, including output levels, employee commitment, and job satisfaction.

Informal Participation

Both top-down and bottom-up strategies can result in forms of management that operate without formal structures. In exploring what makes managerial relationships with subordinates crucial to job satisfaction, Stringer (2006) found that productivity and employee morale tend to increase when there is a positive rapport between managers and their teams. Although informal participation lacks official procedures, it can still be highly effective due to the trust and mutual respect it fosters. Yadav and Rangnekar (2015) note that the link between trust and employee satisfaction is heavily influenced by the organisational context in which it occurs.

Short-Term Participation

Short-term participation is often perceived as a less intensive form of employee involvement, typically offering limited and infrequent opportunities for engagement. However, despite its occasional nature, research by Steinmeier et al. (2006) suggests that even temporary involvement can lead to positive outcomes, including higher levels of job satisfaction and improved productivity.

Challenges of Employee Participation in Decision Making

While the advantages of employee involvement in decision-making are well recognized, this approach is not without its drawbacks. One of the key criticisms is that it can be time-intensive, particularly in large organisations where decision-making frameworks are already complex. This concern is especially common in such settings, where including employees at every stage can potentially slow down operations. Mansell et al. (2021) observed that excessive participation in decision-making can delay the execution of major initiatives, hindering organisational progress. As a result, many companies opt for a selective participation strategy, involving employees only in areas where their input is considered most valuable or relevant.

Moreover, not all employees may have the necessary expertise, background knowledge, or analytical skills to make well-informed decisions. In such cases, the input provided could be misinformed or based on incomplete understanding, which might result in suboptimal outcomes. This underscores the need to equip employees with proper training and access to critical information, enabling them to contribute more effectively to the decision-making process (Hoffman et al., 2023).



Another significant challenge is the potential for conflicts or disagreements among staff, especially when differing perspectives or competing priorities come into play. While constructive debate can lead to innovation and improved outcomes, poor conflict management can cause friction and disrupt team cohesion. To mitigate such risks, organisations must promote a culture of mutual respect and collaboration, ensure clear conflict-resolution mechanisms, and implement inclusive and democratic decision-making structures (Collins & Vaughan, 2022).

Perception of Respondent on the Variable of Employee Participation

Given their roles within the organisation, employees should be engaged as effectively as possible. For management to genuinely appreciate employee insights regarding the policies, systems, and procedures that either support or hinder their job commitment, it is essential to include them in the decision-making process. In such situations, leadership may come to recognize the need to revise or restructure certain policies or operational frameworks to enhance employee dedication and workplace productivity. This section reflects the respondents' viewpoints on the variable of participatory decision-making, which was the focus of this area of inquiry.

Perception of Respondent on the variable of Representative Participation

Respecting employees should be a fundamental priority for any organisation, as they serve as ambassadors of the organisation both internally and externally. This highlights the importance of organisational trust in employees, enabling them to effectively represent the organisation's interests within departments, across departmental meetings, and beyond the organisation's boundaries. When employees feel trusted and respected, they are more likely to place confidence in the organisation and support management—even in cases involving unpopular decisions or policies. Representative participation serves as an indicator of how much trust an organisation places in its workforce. In return, employees may respond with unwavering loyalty and alignment with the organisation's goals and vision. This section presented the respondents' perspectives on the representative involvement variable.

Organisational Productivity

Yadav and Rangnekar (2015) assert that employee performance plays a critical role in shaping an organisation's overall effectiveness, efficiency, and ability to achieve its administrative goals. They also emphasize that when organisations fail to maintain employee motivation, it can negatively impact their operational efficiency and effectiveness, ultimately reducing employees' capacity to meet established objectives in a productive way. In a related study, Johansen and Sowa (2019) found a strong correlation between an employee's productivity and their perception of how well their motivational needs are being fulfilled. A lack of perceived support or unmet expectations may lead to reduced morale and lower productivity levels. Lee et al. (2021) further explain that productivity reflects not only the volume and quality of output but also considers the cost-efficiency related to capital investment.

Theoretical Underpinnings of Employee Participation in Decision Making

The concept of Employee Participation in Decision Making (EPDM) is grounded in the principles of organisational behaviour and human resource management, both of which aim to promote inclusive and collaborative decision-making within organisations. A central



theoretical foundation of EPDM is the participation theory, which suggests that employees who are involved in decision-making processes tend to develop a stronger sense of responsibility and ownership over their work outcomes. According to Marchington and Suter (2021), allowing employees to share their insights and expertise not only enhances engagement but also leads to more effective and informed decision-making.

Another foundational influence on EPDM is the democratic management approach, which prioritises fairness and equality in organisational operations. This model highlights the importance of enabling employees to actively participate in decisions that impact their roles, thereby cultivating a work environment rooted in mutual trust and collaboration. Supporting this view, Wegge et al. (2020) found that employees who feel their voices are heard in organisational decisions tend to experience greater job satisfaction and demonstrate stronger loyalty to their employer.

Empirical Review

Zivkovic (2020) explored the effects of employee participation in decision-making by employing various regression techniques, including moderating and stepwise multiple regression analyses, to test the proposed hypotheses. The final model consisted of five independent variables with participatory decision-making (PDM) as the dependent variable. The model yielded an R-squared value of 0.16, with an adjusted R-squared of 0.15 or lower. The standard error of the estimate was 0.83, primarily because trust emerged as the only statistically significant predictor, while the remaining four variables, such as gender, were found to be insignificant. The study concluded that trust is the key personal attribute influencing individual participation in decision-making processes.

In a separate study, Nwoko and Emerole (2017) examined how employee involvement in decision-making affects organisational success, using the National Root Crops Research Institute (NRCRI) Umudike as a case study. One of their main objectives was to assess whether employee participation increased job commitment. Another aim was to evaluate the overall level of employee engagement at NRCRI. The researchers applied a survey design, gathering data from both primary and secondary sources. The entire workforce of the institution was considered as the study population. Data analysis was conducted using SPSS version 20, specifically employing Logistic Regression and the Pearson Product Moment Correlation. One notable finding was a positive but weak correlation ($r = 0.228$) between employee involvement and influence on organisational decisions. The results suggested that even limited involvement in decision-making contributes positively to employee productivity and, consequently, organisational performance.

Similarly, Akintunde (2021) focused on the Nigerian banking sector to investigate how employee participation in decision-making affects overall business performance. The study also sought to determine the extent of employee engagement in the decision-making processes within these organisations. Descriptive research methods were employed, guided by the research objectives and hypotheses. A comprehensive literature review supported the study's theoretical foundation. Data were collected from 102 respondents through a questionnaire based on a Likert scale. The findings demonstrated a significant relationship between employee involvement in decision-making and enhanced organisational performance. Furthermore, the study revealed the extent to which firms in the banking industry actively engage their



employees in decision-making processes, highlighting the strategic benefits of such participation.

Population of the Study

The study population comprises 4,488 individuals, with Table 1 detailing the distribution of non-academic staff employed across the four universities in Ekiti State that form the basis of this research.

Table 1: Population of the Study

Tertiary Institution	No of Non-academic staff
ABUAD	474
EKSU	2060
FUOYE	1240
BOUEST	714
Total	4,488

Source: Office of the Registrar (2022)

Where: Federal University, Oye Ekiti (FUOYE), Bamidele Olumilua University of Education, Science and Technology, Ikere (BOUEST), ABUAD (Afe Babalola University), and EKSU (Ekiti State University).

Sample and Sampling Technique

Determination of Sample Size

To calculate the appropriate sample size, the researchers applied a formula developed by Yamane (1967), as referenced in Israel (2009).

The formula is commonly used for determining sample size from a known population and is expressed as follows:

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

Where: n = sample size, N = the population size, e = level of significance (0.05)

Therefore, the total sample size was computed as:

$$\frac{4488}{1 + 4488(0.05)^2} = \frac{4488}{12.22} = 367$$

From the above, the sample size of the study is 367 respondents.



Sampling Technique

The sample was drawn from four higher education institutions in Ekiti State: Afe Babalola University, Ado-Ekiti; Bamidele Olumilua University of Science and Technology, Ikere Ekiti; Federal University, Oye Ekiti; and Ekiti State University, Ado-Ekiti. All institutions were included in the sampling process. A proportional sampling technique was employed to select non-academic staff members from each university as respondents. Based on this approach, 168, 102, 58, and 39 respondents were selected from the respective institutions to participate in the survey.

Table 2: Sample Size

Tertiary institution	Population	Sample size working	Number expected respondents (sample)	of
Afe Babalola University, Ado-Ekiti	474	$\frac{4488}{(367)(474)}$	39	
Ekiti State University, Ado Ekiti	2060	$\frac{4488}{(367)(2060)}$	168	
Federal University, Oye Ekiti	1240	$\frac{4488}{(367)(1240)}$	102	
Bamidele Olumilua University of Education, Science and Technology, Ikere-Ekiti	714	$\frac{4488}{(367)(714)}$	58	
Total	4,488		367	

Based on the data presented in Table 2, a total of 367 respondents were selected for the study. Out of this number, 168 respondents were drawn from Ekiti State University, Ado-Ekiti; 39 respondents from Afe Babalola University, Ado-Ekiti; 102 respondents from the Federal University, Oye-Ekiti; and 58 respondents from Bamidele Olumilua University of Education, Science, and Technology, Ikere-Ekiti. These participants were chosen to receive and complete the research questionnaires.

Research Instrument

The survey instrument was structured into six distinct sections. The first section focused on collecting demographic information, including respondents' age, marital status, income level, and educational background. The second section incorporated several established measurement tools: a work commitment scale developed by Darko, Adu-Oppong, and Aikins (2018); an employee engagement scale adapted from Vijayashree and Chandran (2019); and a modified employee involvement scale based on the work of Oyebamiji (2018).

Validity of the Research Instrument

The validation process for the research instrument involved the use of both content validity and the test-retest method. For content validity, the instrument was reviewed by a subject-



matter expert, who evaluated the relevance and appropriateness of each item in relation to the specific attributes being measured.

Reliability of the Research Instrument

As part of the study project, an assessment of the dependability of the measurement tool was carried out in order to evaluate the consistency and stability of the instrument. When we talk about the reliability of a measurement tool, we are referring to the extent to which it generates data that can be depended upon on a consistent basis. Cronbach's alpha, which is the approach that is most commonly used for conducting this kind of study, was the one that we used for the purpose of this evaluation. This method was used to analyse the consistency of the entire scale. For the purpose of this study, the rules that were established by Seyed and Mahnoosh (2013) were adhered to throughout the entire process. Throughout the entirety of their investigation, these authors stipulate that a Cronbach's Alpha value of 0.8 needs to be maintained as a minimum level for acceptability and consistency.

Method of Data Collection

The researcher hid among the non-academic staff at Ekiti's universities to get their stories. As people were taking their seats, she approached them to ask if they would be willing to fill out a brief survey.

Descriptive Statistics

I displayed and analysed the demographic data of the participants using frequency and percentage tables, which are descriptive statistics.

Inferential Statistics

Using ordinary least squares, we evaluated hypotheses I–IV. The purpose of this is to achieve the objective of the study. The following model will be utilised; it illustrates the interrelationships of the study variables.

$$EC = f(PDM).....1$$

Where: EC = Employee Commitment

PDM = Participatory Decision Making

$$PDM = f(RP)2$$

$$EC: \beta_0 + \beta_1 RP + \mu$$

Where: PDM = Participatory decision-making

RP= Representative Participation



Table 4: Mean and Standard Deviation Computed for the variable of Representative Participation

S/N	Variable	N	Mean	STD	Rank	Remark
1	In my organisation, non-union workers have the opportunity to have their voices heard throughout decision-making processes through the selection of employees.	350	4.47	0.65	1 st	Enhanced Employee Commitment
2	Joint work management is promoted at my institution as a way for employees to have a say in organisational decisions.	350	4.23	0.72	2 nd	Enhanced Employee Commitment
3	From what I understand, representative involvement is superior than other types of engagement.	350	4.29	0.73	3 rd	Enhanced Employee Commitment
4	I have a better possibility of becoming involved in decision making now that I use committees.	350	4.11	0.90	4 th	Enhanced Employee Commitment

Source: Researcher’s Fieldwork, 2023**

Acceptable mean = 3.00 on a 5-point Likert scale ** A test item enhanced employee commitment if the mean calculated > or equal to 3.00 or otherwise **Rank was done on the basis of the STD **STD= Standard Deviation

Table 4 presents the descriptive statistics for the variable of representative participation, including the mean and standard deviation. The results indicated a strong perception among respondents that employees were chosen to represent the interests of non-union staff during decision-making processes in their workplaces. The mean score of 4.47, which is significantly higher than the benchmark of 3.00, alongside a standard deviation of 0.65, reflects a high level of agreement with minimal variability in responses. These findings suggest that involving non-academic staff in representing non-union employees—such as cleaners or contract workers—could increase their trust in management’s willingness to delegate responsibility. Respondents also felt that the staff chosen to represent management were genuinely committed to finding collaborative solutions and upholding institutional values. These representatives often played a key role in resolving tensions between management and non-union employees, reinforcing a sense of value and recognition among staff, which in turn enhanced their commitment to the organisation.

According to Akintaju (2020), employees highly valued the opportunity to take on leadership roles—such as serving as heads of departments or units—as it allowed them to advocate for the institution’s broader interests. The study revealed that a general lack of trust in management stemmed from a perceived neglect of employee input. Ignoring suggestions and feedback from staff was seen to undermine motivation and influence workplace policies negatively. Among the items assessed, this specific indicator of representative participation ranked highest, highlighting its strong positive effect on employee commitment.



Respondents also largely agreed that their institutions encouraged collaborative management practices, promoting employee involvement in decision-making. This was supported by a mean score of 4.23 and a standard deviation of 0.72, suggesting moderate consensus. The results indicated that by fostering a culture of collaboration, institutions could significantly improve operational efficiency and employee performance. Through collective task execution and shared decision-making, employees, supervisors, and managers could complete assignments more effectively, on time, and with greater unity. This approach also enhanced workplace relationships and allowed employees to openly discuss work-related policies and procedures. When all members of a department or unit are aligned with its success, both interpersonal and organisational cohesion improve. This item was rated second in importance among the survey variables.

Furthermore, many participants believed that representative participation was more impactful than other forms of employee involvement. The mean value of 4.29 and a standard deviation of 0.73 confirmed this sentiment, indicating relatively low variability among respondents. This suggests that representative participation plays a greater role in fostering staff loyalty than other engagement methods. Staff representatives used their knowledge and experience to resolve conflicts and address challenges both internally and externally. Their connections with external stakeholders—such as students, parents, and admission applicants—allowed them to support the institution during critical moments. This proactive involvement deepened employee trust in the university's leadership. Additionally, staff members appreciated the opportunity to contribute feedback on policies and procedures, fostering a closer alignment with management goals.

Alawode (2021) argued that active participation by staff representatives builds organisational trust. Through this process, employees could initiate tasks that helped achieve institutional objectives, thereby reinforcing their role in problem-solving and strategic input. This item was identified as the third most significant factor influencing staff engagement.

Another key observation was that employees felt more involved in decision-making when institutional committees were created. This conclusion is based on a mean score of 4.11, above the baseline of 3.00, and a standard deviation of 0.90, indicating moderate agreement among respondents. These findings suggest that universities should prioritise the inclusion of non-teaching staff in various committees. Such participation could strengthen staff commitment to organisational goals. Their roles should not be restricted to academic committees but should extend to decision-making bodies such as promotion and administrative planning committees. This inclusive approach would allow management to consider a broader range of perspectives and ideas, ultimately leading to better-informed decisions.

However, in some private and selective public universities in Ekiti, committee membership is often monopolised, preventing non-teaching staff from contributing meaningfully. This exclusion can hinder innovation, limit valuable recommendations, and negatively affect administrative effectiveness. It is, therefore, essential that university leadership fosters an open environment where non-academic staff are allowed to participate fully in committee deliberations and offer strategic input. Compared to other methods of employee engagement, representative participation was perceived as the most effective mechanism for ensuring that all voices are heard and valued.



Test of Hypothesis

Representative participation has no association with employees' dedication to these universities

Table 5: Regression Result

Variable	Coefficient	Standard Error	T-calculated	P-value
C	9.939363	9.887587	1.005236	0.1540
RP	0.392912	0.051556	7.621094	0.0000
POOLED TEST STATISTICS				
			Mean dependent var	16.65143
R-squared	0.543028		var	
Adjusted R-squared	0.530566		S.D. dependent var	2.223523
S.E. of regression	2.061332		Akaike info criterion	4.290279
Sum squared resid	1478.683		Schwarz criterion	4.312325
Log likelihood	-748.7989		Hannan-Quinn criter.	4.299054
F-statistic	58.08108		Durbin-Watson stat	1.713525
Prob(F-statistic)	0.000000			

Source: Researcher's Computation, 2023 **RP= Representative Participation

Dependent Variable = EC (Employee Commitment)

Table 5 presents the results from the Ordinary Least Squares (OLS) regression analysis, which was conducted to test the second null hypothesis. The analysis clearly indicates a strong and positive relationship between employee commitment and representative participation. This conclusion is based on the regression coefficient for the representative participation (RP) variable, which was 0.39, accompanied by a t-statistic p-value of 0.0000—both values indicating a high level of statistical significance. These results suggest that a 1% increase in representative involvement may lead to a 0.39% increase in employee commitment. The positive coefficient affirms the initial hypothesis that representative participation positively influences employee dedication.

Additionally, the t-statistic's p-value of 0.0000, which is below the critical 5% threshold, confirms the statistical significance of the RP variable's effect. The implication is that when employees perceive themselves as active representatives within their organisations, their sense of loyalty and commitment is likely to increase. This heightened level of engagement reinforces employee confidence in the institution, reflecting the belief that management entrusts them with meaningful responsibilities. In turn, this perception could positively shape how employees view the university and its leadership.



Employees entrusted with representative roles often go above and beyond to enhance the institution's image. These individuals become advocates of the university to external stakeholders—communicating its strengths, aligning with its academic goals, and reinforcing its relevance in today's global educational landscape. As noted by Akinteju (2022), when employees are granted opportunities to represent the organisation, it signals that their commitment is recognised and valued. This often leads to higher levels of dedication, with staff willing to extend their tenure beyond initial expectations. The opportunity to serve in such roles reassures employees that their time and effort devoted to training and development have been meaningful and worthwhile.

The visible understanding and alignment of employees with organisational policies highlight their confidence in effectively representing the institution's values and objectives. Ogunniyi (2021) supports this view, stating that representative participation fosters greater employee loyalty, which in turn sustains organisational patronage—an important factor for the financial health of higher education institutions, particularly private universities.

The coefficient of determination (R^2) for the regression model was 0.54, indicating that representative participation accounts for approximately 54% of the variance in employee commitment among the selected universities. This suggests that RP plays a substantial role in shaping non-academic staff dedication in the educational sector.

The p-value of 0.0000, significantly below the 0.05 threshold, combined with an F-statistic of 58.08, further supports the rejection of the null hypothesis, which had stated that representative participation had no effect on employee commitment. The findings affirm a strong and positive association between representative involvement and employee engagement in these institutions.

Moreover, the information criteria values affirmed that representative participation is the most appropriate explanatory factor for understanding staff commitment within the sampled universities. The test also reported a Durbin-Watson statistic of 1.713525, which indicates the absence of autocorrelation between the residuals of the RP variable and employee commitment—supporting the robustness of the regression model.

Conclusion and Recommendations

In conclusion, the findings of the study affirm that representative participation significantly enhances staff commitment in the selected universities within Ekiti State. Based on these insights, the following recommendation is proposed: the institutions should actively empower staff members to serve as representatives in key organisational matters, such as public policy discussions and admissions processes. Providing employees with such responsibilities can strengthen their sense of purpose and alignment with the institution's goals. Moreover, it may increase their motivation to remain with the organisation beyond their expected tenure, thereby fostering greater loyalty and sustained commitment.

Contribution to Knowledge

This outcome was expected to create more strategic options that could support effective managerial decision-making. Furthermore, the study added to the existing literature by highlighting the positive influence of representative participation on employee loyalty, showing that when staff are actively involved through representation, their commitment to the organisation increases.



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