Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2024): 8.431 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 11 | Issue: 10 | October 2024 -Peer-Reviewed Journal

EMPLOYEE INVOLVEMENT PRACTICES AND ORGANIZATIONAL COMMITMENT OF EVENT AND RECREATIONAL FIRMS IN YENAGOA, BAYELSA STATE

Dr. Kuroakegha Bio Basuo
Department of Management, Faculty of Management Sciences, Niger Delta University, Bayelsa State

ABSTRACT
This study investigates the relationship between employee involvement practices and organizational commitment of event and recreational firms in Yenagoa, Bayelsa State. Specifically, it examines the connections between teamwork and affective commitment, as well as joint consultation and affective commitment. Employing a cross-sectional survey design, the research targeted 254 employees across nine firms, utilizing SPSS version 25 for data analysis. Inferential statistical techniques, including the Pearson Moment Correlation Coefficient, were applied to evaluate hypotheses and assess data validity. Findings indicate significant correlations between various employee participation practices and measures of organizational commitment, underscoring the importance of employee engagement in fostering commitment. The study concludes that management should prioritize involving employees in decision-making processes, as this approach not only recognizes employees as key contributors but also enhances organizational development and loyalty. Recommendations emphasize the gradual implementation of employee involvement strategies to build trust and improve commitment levels among staff in the event and recreational industry.
KEYWORDS: *Employee Involvement Practices, Organizational Commitment, Team Work, Joint Consultation*

INTRODUCTION

There is fierce competition among organisations in today's business climate because of how quickly things change and how dynamic it is. Businesses need to find ways to differentiate themselves from the competition if they want to remain successful. Employee participation in decision-making, which might look different from one company to the next, is one approach.

The term "organisational commitment" refers to the strong emotional connection that workers have with their workplace, which develops through time as a result of employees' familiarity with and dedication to the company's policies, procedures, and initiatives. Organisational commitment is modelled as a three-part paradigm, with desire (normative commitment), necessity (continuance commitment), and obligation (affective commitment) as the three main drivers of employees' relationship to their organisation. Workers are less likely to put their hearts into implementing the company's systems, processes, and programs if they aren't actively involved in them. The results are usually inefficient and useless because of this. Many companies fail to adequately include workers in creating and executing systems, programs, and procedures, even though employee buy-in to company objectives is becoming increasingly important (Armstrong, 2014).

Employee engagement programs aim to foster long-term dedication from workers. Strategies that encourage employee investment in the organisation are more important than ever in light of rising worries about dwindling service delivery efficiency and the pressing need to save costs wherever possible. Rapid IT advancements, brain drain to other nations or organisations, and pervasive corruption are just a few of the problems that organisations confront. All of these things work to dampen employee engagement and, by extension, organisational commitment.

Bhatti et al. (2019) found that when managers include their staff in decision-making, it increases organisational commitment, decreases absenteeism and turnover, and boosts motivation and productivity. To stay ahead of the curve in today's fast-paced business world, companies need to be nimble, competitive, and able to adjust to new

© 2024 EPRA EBMS

circumstances quickly (Singh, 2014). Creativity and innovation can only flourish when employees, a company's most precious asset, are actively involved in the process. Creativity, workplace behaviour, and decision-making are just a few areas where an engaged workforce can benefit an organisation.

The key to keeping a strong, competent, and efficient workforce is organisational commitment. According to Johnson and Leavitt (2017), companies should create detailed models to represent employee dedication. It is more crucial than ever to find, develop, and hold on to top personnel with exceptional job competencies in light of the current economic slump.

This fact forces businesses to see staff engagement and dedication as valuable assets that need to be handled well for best results. Companies can't afford to wait any longer to hire the people they need to carry out their strategic plans (Fulmer, 2015). Organisations must view employee engagement as an integral part of their business strategy to recruit, develop, and retain top talent if they want to tackle the problems associated with labour turnover in the modern day. The Corporate Leadership Council (2018) states that when employees are actively involved, the organization's performance improves. Human resource management has become more important in contemporary organisations due to the demand for involvement. Technological developments, societal shifts, economic variables, and political influences all contribute to an ever-changing and unpredictable world in which the human resource function must work. Human resource management, according to Shen and Cannella (2012), mainly entails the following tasks: hiring and selection, training and development, compensation, managing labour relations, making sure employees are safe, and creating systems for evaluating their performance.

Grazier (2012) defines employee engagement more precisely, saying that it's a strategy for involving workers at all levels of an organisation in its strategic planning. Involving and soliciting feedback from those who may be affected by organisational decisions is a method that acknowledges the numerous ways in which these decisions might be improved. Involvement from all levels of staff recognises that everyone has special abilities and ideas that, when unleashed, may make a big difference for the company. With that out of the way, the purpose of this research is to look at how event and leisure companies in Yenagoa, Bayelsa State, deal with employee engagement and how it relates to their dedication to the company.

PROBLEM STATEMENT

The term "employee involvement" is most often used to describe a worker's dedication to the success of their employer. An engaged worker knows how they fit into the bigger picture of the company's goals and motivates their coworkers to do the same. Anitha (2018) explains that when workers feel emotionally invested in their job, they are more likely to be in sync with their workplace and its assessment system.

Meyer et al. (2012) shown that employees' normative commitment is significantly correlated with their level of engagement in their jobs. Similarly, Torka (2013) found that when metal workers in the Netherlands were involved, it boosted their commitment to the organisation and their department, both in a normative and an emotive sense. Engagement in decision-making is associated with organisational commitment, which is linked to beneficial outcomes including greater effort and punctuality, according to literature on employee engagement (Randall, 2019).

While there is a lot of written about human resource management and employee participation, there isn't nearly enough evidence from large-scale surveys that look at how employee involvement affects organisational commitment and what factors contribute to organisational fairness. To address this knowledge gap, this study investigates the relationship between employee engagement and organisational commitment in Bayelsa State's event and recreational firms, with a particular emphasis on the mediating roles played by different types of organisational justice and the components of work involvement. Even in very different types of organisations, the idea that workers are playing an increasingly important role in making big-picture decisions is gaining traction. Studies from developing nations is scarce compared to studies from wealthy nations when it comes to employee participation methods and organisational commitment (Anitha, 2018; Randall, 2019).

Poor working conditions, inadequate wage structures, and a lack of safety supplies for workers, particularly in private enterprises, are larger concerns that have been observed in previous research, and the situation in Bayelsa State's event and leisure industry is no exception. Workers in this industry are at a higher risk of contracting and spreading infectious

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2024): 8.431 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 11 | Issue: 10 | October 2024 -Peer-Reviewed Journal

illnesses, which in turn can have a detrimental effect on organisational goals and service delivery by lowering levels of involvement, engagement, dedication, and supportive behaviour on the job. But these problems with employee dedication to the job at event and leisure companies may be solvable with the help of employee participation strategies.

AIM AND OBJECTIVES

The main aim of the study is to investigate the relationship between employee involvement practices and organisational commitment of event and recreational firms in Yenagoa, Bayelsa State. The study specifically seeks to:

1. Determine the relationship between team work and affective commitment in the event and recreational firms in Yenagoa, Bayelsa State.
2. Investigate the relationship between joint consultation and affective commitment of event and recreational firms in Yenagoa, Bayelsa State.

RESEARCH QUESTIONS

The study seeks to provide answers to the following research questions;

1. How does team work relate with affective commitment of event and recreational firms in Yenagoa, Bayelsa State?
2. How does joint consultation relate with affective commitment of event and recreational firms in Yenagoa, Bayelsa State?

HYPOTHESES

The following null research hypotheses were formulated and tested

H_{01}: There is no significant relationship between team work and affective commitment of event and recreational firms in Yenagoa, Bayelsa State.

H_{02}: There is no significant relationship between joint consultation and affective commitment of event and recreational firms in Yenagoa, Bayelsa State.

REVIEW OF RELATED LITERATURE

Employee Involvement Practice

Organisational commitment and success may be fostered through employee participation, which is a participatory approach that aims to harness the full potential of people (Lawler & Mohrman, 1989). In their 1995 book "Creating High Performance Organisations," Lawler, Mohrman, and Ledford describe employee participation methods as being defined by the exchange of authority, information, rewards, and expertise.

There have been a lot of research written by different writers that have found different kinds of employee participation techniques. One kind of employee involvement is known as "Representative Participation," in which members of various teams and departments are chosen to serve on the board of directors. Elected representatives interact with upper management on matters pertaining to employees (Apostolou, 2000). Workers get a chance to weigh in on ideas in this forum before upper management makes a final decision. In order to discover workable solutions to issues, Judge and Generd (2014) stress that representative involvement necessitates the free flow of information and ideas.

The degree to which employers include workers in the process of making important choices for the company is known as participatory decision-making (Judge & Gennard, 2010). The objective is to get workers involved so they can do a better job (Latham, 2010). One component of this strategy is a power-sharing campaign that encourages participation from both upper-level management and staff in making decisions (Black & Gregersen, 2015). Because it's stated goals include improving the decision-making process and listening to employees' concerns, participative decision-making is most successful when it involves all employees of the organisation (Locke & Schweiger, 2009).

Reversed Managerial Communication and Upward IssuesMethods for addressing employee concerns, discussing organisational performance, and informing workers of management's goals are all part of problem-solving communication (Judge & Gennard, 2015). To keep staff informed about changes and developments in the organisation, management uses a variety of tactics, including sharing films, business newsletters, journals, and reports. In order to bring attention to the problems that employees encounter inside the company, upward problem-solving techniques include team briefings, suggestion schemes, employee mood surveys, and frequent team meetings (Marchington, 2011).

Another method of involving employees is financial participation, which allows them to have a stake in the company's financial fortunes. Workers are more invested in the organization's mission and achieve better results as a result of this type of involvement (Judge & Gennard, 2015). It is generally acknowledged that financial involvement may increase staff morale and enthusiasm for the organization's aims. When workers get a cut of the profits, they have a better chance of becoming big shareholders and eventually owning a piece of the business (Judge & Gennard, 2015).

Team work

Collaboration is a frequently used strategy in organisations, with the goal of accomplishing the collective objectives stated in their mission and vision statements. Different departments or floors may have different collaboration groups, but they all work together towards a common goal. Because of budget constraints, these divisions often pool their resources, including human capital, to accomplish their goals. Employees have the opportunity to work in different areas, which helps the organisation achieve its aims.

The way collaboration is structured, along with associated events and activities, has a big impact on how employees interact to their departments. The workplaces have a significant impact on employees' self-perception, worldview, and dedication to the company's goals (Suff & Reilly, 2014). Low morale and bad motivation may cause teams to work slowly and fail to complete key tasks if leadership is inefficient, evaluation is flawed, and incentives are not properly implemented (Husain, 2011).

The capacity of a team to work together in harmony towards a common objective, generating a synergy that allows individuals to steadily raise their performance, is what makes a team truly special. Working in such a team-oriented setting helps people appreciate the value of working together to accomplish organisational objectives and develop one's own professional standing (Adeleke, 2008). "A company's teamwork is the only way anything gets accomplished with quality and efficiency," says Wageman (1997), highlighting the need of cooperation in sustaining economic development and stability. By working together productively, departments may create a culture that supports the organization's goals and encourages employees to constantly raise their performance levels.

When team dynamics are well-established, members are able to hone a variety of abilities, which in turn makes it simpler to master new material and solve complex problems (Howard & Hurley, 2016). When new hires are brought on board, they are able to learn the ropes in this collaborative setting and settle into their positions within the department with relative ease. It is common for new hires to have trouble understanding the expectations for their job and how to complete tasks when there isn't a strong culture of cooperation. New hires are more likely to hit their stride and perform up to expectations when they are eased into a productive team early on (Gomez, 2017).

Organisations that prioritise cooperation frequently observe an increase in employee loyalty and dedication. Staff members are motivated to enhance their knowledge and work more efficiently as a result of the sense of belonging and specialisation that comes with being placed in teams (Mulika, 2010). Individual and organisational performance are both boosted by research and training sessions that are customised to specific teams.

Joint Consultation

An important part of consultative management is asking workers for their opinions on matters pertaining to their work before making any choices. With this method, workers are more likely to voice their opinions and think critically about problems at work. To further ensure employees' buy-in, managers keep them apprised of decision-making processes and provide context for specific actions. Management, however, has the final say as to whether or not to implement employee suggestions.

Among the many advantages of consultative management is the elimination of formal committees and their cumbersome processes in favour of an ongoing two-way conversation between managers and staff. This adaptability improves communication and decision-making by letting managers talk to specific workers or groups about important issues.

A joint consultative committee (JCC) is the usual vehicle for the more official process of joint consultation, which entails dialogue between management and staff. Decisions affecting the workforce are discussed and deliberated upon by this committee, which provides a forum for members from both management and the workers. Collins (2010) defines joint consultation as "regular meetings where managers and employee representatives exchange views, share

knowledge, and collaborate on issues of mutual interest, particularly those not covered by collective bargaining agreements." Management and employee representatives then use this information to address other matters of mutual interest.

The goals of the joint consultation need to be established, debated, and agreed upon by all sides for it to be effective (Armstrong, 2012). Key elements of the work, management procedures, or company regulations that have an effect on workers should be the centre of these goals. It is crucial to speak with employees before making final choices so that their opinions are truly taken into account. The success of joint consultation depends on two things: first, management's belief in the importance of employee involvement; and second, unions' perception of participation as a valid strategy to advance members' interests, not just a power grab.

Employers implement joint consultation for many reasons, as pointed out by Marchington (2011) and Parasuraman & Jones (2016). To start with, it improves productivity by exposing more people to more challenges and problems, which in turn increases the variety of ideas that may be considered inside the office. As a second benefit, giving workers a voice lowers the probability of industrial action. Third, because workers are more invested and a part of the organization's decision-making process when they participate in joint consultation, employee happiness and commitment go up.

Two studies that highlight the value of collaborative consultation in organisations are Parasuraman & Jones (2006) and Marchington & Armstrong (2012). According to Guest and Pecc (2013), firms favour joint consultation with employee representatives in policy-making and strategic decision-making processes, although they favour it at various phases of creating partnership arrangements.

Organizational Commitment

Loyalty and connection felt by an individual towards an organisation is sometimes referred to as organisational commitment. It is a measure of how deeply an individual is involved with and connected to the organisation. The development of devotion and loyalty is greatly influenced by emotional commitment, which occurs when workers have a deep sense of belonging and alignment with the organisation. Affective commitment is a measure of an employee's level of involvement with and loyalty to their employer (Rhoades & Eisenberger, 2001). Employees that are fully invested in their work are more likely to stay put and provide greater results. Intention to leave, actual turnover, and intention to look for a new work were determined to be the biggest indicators of commitment, according to research by Mathieu & Zajac (1990).

Meyer and Allen's model of organisational commitment is among the most researched approaches in the field (1990). Affective commitment, which refers to a desire to stay with the organisation, continuation commitment, which refers to the perceived costs of quitting, and normative commitment, which refers to the believed need to stay, were the three kinds of commitment that they identified. Multiple kinds of commitments can coexist in a person's life, according to their model.

Affective commitment is when workers have a personal connection to the company, which makes them want to remain because they feel like they're making a difference. When workers remain put due to a lack of alternatives or significant costs of leaving, this is called continuity commitment. When an employee feels invested in their continued employment by their employer, this is known as normative commitment. When compared to employees who are more committed to continuity or normative commitment, those who are highly committed to emotional commitment tend to be more motivated and make more significant contributions.

One of the most important things for an organisation to succeed is for its members to be fully committed to it (Ogeniyi, Adeyemi & Olaoye, 2017; Nasiri, 2017). Staff members who aren't fully invested in the company's success tend to accomplish the bare minimum and put their own interests ahead of the company's. They might not regard themselves as permanent members and be more tempted to go for greener pastures. Highly devoted workers, on the other hand, consider themselves indispensable to the company. While always looking for methods to do better, they are vested in the organization's goals and principles (Andrea, 2017). Devoted workers care for the company like it's their own. Committed workers are less likely to quit too soon because they have a moral obligation to stay with the company, say Ajadi and Yussuf (2016).

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2024): 8.431 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 11 | Issue: 10 | October 2024 -Peer-Reviewed Journal

According to Mathotaarachchi et al. (2018), people who lack organisational commitment tend to prioritise their own success over the aims of the organisation. When these workers discover better prospects elsewhere, they often quit. Lo (2009) and Mathotaarachchi et al. (2018) found that dedicated workers identify with the company's mission and work towards common objectives. According to Bragg (2002) and Brooks (2006), dedicated workers frequently go above and beyond what is expected of them by management. According to Andrew (2017), who backs up Bragg (2002), when workers are highly committed to their organisation, they give their best, which leads to better performance and efficiency on the job.

Affective Commitment

What we call "affective commitment" is the degree to which a person feels personally invested in, and connected to, their place of employment. It boils down to the personal connection that workers have with their company (Rhoades et al., 2001; Andrew, 2017; Balassiano & Salles, 2012). According to Sayğan (2011), Wang et al. (2010), and Gelaidan & Ahmad (2013), employees who exhibit high levels of emotional commitment are highly invested in the organization's goals and ideals, which encourages them to remain employed as their own values correspond with those of the company. According to Andrew (2017), workers who experience high levels of emotional commitment are more likely to stay on the job because they genuinely want to.

According to Mathotaarachchi (2018), there are a number of elements in Meyer and Allen's model that contribute to affective commitment. These include things like job challenge, clear and tough goals, a clear role, openness from management, unity among peers, fairness, personal importance, feedback, involvement, and reliability.

Having "an emotional attachment to the organisation such that the strongly committed individual identifies with, is involved in, and enjoys membership within the organisation" is what's called affective commitment (Allen & Meyer, 1990, p. 2). The main reason employees remain with the company is their desire to do so (Allen & Meyer, 1990). Affective commitment is the initial of three aspects of organisational commitment that Meyer and Allen (1991) state. An employee's emotional investment in the company influences their decision to stay (Singh & Gupta, 2015). According to Singh and Gupta (2015), an employee's affective commitment indicates how they feel about the company. The relationship between an individual's values and their attitude towards the organisation is something that Mahal (2012) also noted. Affective commitment is demonstrated by how individuals connect with and identify with the organisation (Faloye, 2014).

According to the organisational commitment model proposed by Meyer and Allen (1997), there are a number of elements that considerably impact affective commitment. The employee's function must be defined clearly, objectives must be laid forth in an open and honest manner, and the level of difficulty in reaching those objectives must be within reasonable bounds. Affective commitment is influenced by several factors, including how quickly management responds to criticism, how cohesive the team is, how equitable the possibilities and pay are, how important the position is to the individual, and how often and constructively feedback is provided.

THEORETICAL FRAMEWORK

Kanter's Theory on Structural Empowerment

Organisational structures that are built around an individual's particular traits are the main emphasis of Kanter's idea of structural empowerment (Bradbury-Jones, Sambrook, & Irvine, 2007). Sharing authority is central to Kanter's theory of effective management, which she says boosts productivity in the workplace (Fox, 1998). According to Fox (1998), when people are given the correct resources, they are able to enhance their talents. This, in turn, leads to better decision-making and benefits the entire organisation.

Kanter posits that there are two kinds of power at work: formal and informal. Jobs with a lot of public scrutiny and an emphasis on autonomous decision-making tend to be connected with positions of formal power. On the other side, informal power is a product of one's social surroundings and the ties and alliances one has made there (Wagner et al., 2010).

Opportunity for progress, information, resources, and assistance; formal and informal authority; and support are the six criteria that Kanter lists as essential for empowerment. There are two types of empowerment that have their origins in Kanter's work from the 1970s: structural empowerment and psychological empowerment (Wagner et al., 2010).

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2024): 8.431 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 11 | Issue: 10 | October 2024 -Peer-Reviewed Journal

Job satisfaction, dedication, and trust all rise, and burnout falls dramatically, when these empowering factors are in place, according to the research. Employee agency, work happiness, company spirit, and goal attainment are all positively affected by Kanter's thesis (Wagner et al., 2010). Research by Krebs, Madigan, and Tullai-McGuinness (2008) found that putting Kanter's theory into practice increased the retention rate of professional and skilled workers by lowering work pressure, improving peer cohesion, increasing supervisor support, and encouraging employee independence through empowerment principles.

Involving employees in organisational procedures has been a significant problem for state firms during the past 20 years. Strategic operational and structural methods have been developed by organisational leaders in response to these difficulties. If you want to know how to make your organisation more effective, especially when circumstances are tough, go no further than Kanter's idea. In cases when empowerment models have been put into place by organisational management, success has been achieved despite challenging conditions (Krebs et al., 2008). This section will examine how Kanter's theory has been used and contrasted within the framework of state corporation settings during reform and development.

EMPIRICAL REVIEW

This systematic review looks at the results of studies conducted all around the world on the topic of employee participation practices and organisational commitment.

Using Nigeria Brewery in Lagos as a case study, Odu (2021) investigated how employee engagement in management affected industrial output. Human Capital Theory and the Resource-Based View Theory provided the theoretical framework for the research. Among those who took the survey, 42.1% were in complete agreement that the organization's production increased when employee representatives and management worked together to make decisions. Equal numbers of people also felt that the frequent management-staff joint consultation council sessions increased productivity. Participation in the joint management council by employees has increased the organization's profit margin in recent years, according to 36.8% of respondents. In a similar vein, 42.1% were in full agreement that productive collective bargaining increased sales for the company by inspiring workers to work more. Joint management council and profit, collective bargaining and sales volume, employee participation methods and target attainment, and joint consultation and organisational output were all shown to have significant links in the research. The study concluded that additional groups might benefit from promoting industrial harmony through labour laws that include industrial democracy.

Researchers Vijayakumar and Ramaiah (2020) looked at probationary officers working at private banks in Chennai to see how employee engagement policies affected their dedication to the company and how well they did their jobs. Data for the study came from a variety of sources, including interviews with private bank workers and a review of literature on topics such as organisational commitment, job performance, and employee engagement. Four well-known private banks—ICICI, HDFC, Kotak Mahindra, and Axis Bank—were chosen for the study using purposive sampling. We obtained 379 valid replies out of 400 questions. According to the research, private bank employee engagement practices were greatly affected by drivers of engagement including leadership, development and training, pay and benefits, organisational fairness, and rules and procedures. There was also a substantial correlation between these behaviours and lower levels of organisational commitment and performance.

The effect of cooperation on organisational performance was studied by Olodo (2020) at Al-Hikmah University in Ilorin, Nigeria. The study's 661 participants included both academic and non-academic staff members, and it employed a survey research design. The Taro Yamane formula was used to determine a sample size of 249. A standardised questionnaire served as the primary data collector, and basic regression was used for data analysis. According to the results, collaboration has a major effect on organisational success. Team context, design, and interdependency accounted for 79.9 percent of the variance in performance. In order to improve employee output and business results as a whole, the study suggested that companies should prioritise cooperation more.

An aspect of organisational performance, organisational productivity (OP) was investigated by Nivedha, Ranjani, and Kalaiselvi (2019) in connection to employee involvement (EI). Organisational commitment was also taken into account as a possible moderator in the study. The study aimed to determine the impact of four aspects of employee engagement on organisational productivity: power, information, knowledge/skills, and rewards. It also suggested that

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2024): 8.431 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 11 | Issue: 10 | October 2024 -Peer-Reviewed Journal

these aspects interact with organisational commitment to further impact productivity. Along with its findings, implications, and recommendations for further study, the study included a conceptual model.

METHODOLOGY

The research objectives and data analysis in this study were guided by a cross-sectional survey design. Additionally, the population in a study refers to the entire set of items or individuals that the researcher seeks to examine (Chinedu, 2013). In this study, the target population consists of the employees of the nine (9) events and recreation firms in Bayelsa State, totaling 254 employees across these firms. The sample size of 155 gotten through Taro Yamene, and questionnaire was used as the instrument for primary data collection. To evaluate hypotheses and establish the data's validity for drawing inferences, inferential analysis employs a battery of significance tests. In order to test the study hypotheses, the Statistical Package for the Social Sciences (SPSS) was utilized to calculate the Pearson Moment Correlation Coefficient.

RESULTS AND DISCUSSION

Correlation Outcome between Team work and Affective Commitment.

Correlation

		Team work	Affective Commitment
Team work	Pearson Correlation	1	.692**
	Sig. (2-tailed)		.000
	N	114	114
Affective Commitment	Pearson Correlation	.692**	1
	Sig. (2-tailed)	.000	
	N	114	114

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

Source: SPSS, 2024.

Interpretation

The study outcome, with a correlation coefficient of r = 0.692, indicates a strong positive and significant relationship between teamwork and affective commitment. Additionally, the significance level of p = 0.00 (≤ 0.01) confirms the strength of this relationship. As a result, the null hypothesis is rejected, demonstrating that there is indeed a significant relationship between teamwork and affective commitment of employees in the event and recreational firms in Yenagoa, Bayelsa State. This finding suggests that as teamwork improves, so does the emotional attachment and commitment of employees to their organization.

Results from testing the first study hypothesis showed that emotional investment in a team is significantly higher when members work together. In a 2014 research, Wainaina, Iravo, and Waititu looked at how academic staff at public and private institutions in Kenya felt about their organisation after being involved in making decisions.

Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2024): 8.431 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 11 | Issue: 10 | October 2024 -Peer-Reviewed Journal

Correlational Outcome between Joint consultation and Affective commitment.

Correlation

		Joint consultation	Affective Commitment
Joint consultation	Pearson Correlation	1	.539**
	Sig. (2-tailed)		.000
	N	114	114
Affective Commitment	Pearson Correlation	.539**	1
	Sig. (2-tailed)	.000	
	N	114	114

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

Source: SPSS, 2024.

Interpretation

A relatively strong, positive, and statistically significant association between joint consultation and affective commitment was shown by the inferential analysis result, which had a correlation value of r = 0.539. It is confirmed that this association is strong by the significance level of p = 0.00 (≤ 0.01). Joint consultation and emotional commitment are significantly related among workers of event and recreational enterprises in Yenagoa, Bayelsa State. This means that the null hypothesis is rejected. Employees are more likely to form a deeper emotional connection and dedication to the organisation when joint consultation methods are put into place, according to this report.

This result agrees with that of the study by Butali and Njoroge (2018), which looked at how employee engagement affected organisational performance and how organisational commitment mediated that connection. Employee engagement has a substantial impact on organisational effectiveness, according to their study.

CONCLUSION

The purpose of this research was to examine the events and recreation firms in Bayelsa State to find out how employee participation practices relate to organisational commitment. All aspects of employee participation practices were shown to have substantial correlations with measures of organisational commitment, according to the findings, which summarise the data collected and analysed. Finally, the research showed that in Bayelsa State's events and recreational firms, there is a strong correlation between staff participation methods and organisational commitment.

RECOMMENDATIONS

The study recommends the following, based on the data collected.

1. It is important for management in the events and recreational industry to keep employees involved in management procedures. This method is useful since it acknowledges employees and treats them as partners in the growth of the company.
2. Involving workers in decision-making is a great way for organisations to achieve development and a dedicated staff. It is fairly uncommon for workers to have ideas that upper management has missed. Organisations should embrace employee involvement approaches gradually to establish trust with their staff, even if it may not be viable to apply them all at once.

REFERENCE

1. *Adeleke, O. (2008). The role of teamwork in organizational performance. Journal of Management Studies, 45(3), 320-340.*
2. *Ajadi, T., & Yussuf, A. (2016). Employee commitment and organizational performance: A study of Nigerian companies. Journal of Business and Organizational Development, 5(1), 72-85.*
3. *Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. Journal of Occupational Psychology, 63(1), 1-18.*

4. *Andrew, J. (2017). Factors influencing organizational commitment. Business Research Quarterly, 10(4), 232-249.*
5. *Anitha, J. (2018). Employee Engagement: Its Impact on Commitment and Organizational Success. Journal of Business Research, 10(2), 45-60.*
6. *Apostolou, A. (2000). Employee involvement: Dissemination of innovation and knowledge management techniques. Technical report, INSEAD/Centre for Advanced Learning Technologies.*
7. *Armstrong, M. (2012). Armstrong's Handbook of Human Resource Management Practice. Kogan Page Publishers.*
8. *Armstrong, M. (2014). A Handbook of Human Resource Management Practice (13th ed.). Kogan Page.*
9. *Balassiano, M., & Salles, D. (2012). Perceptions of organizational politics and affective commitment: The moderating role of participative decision making. Journal of Managerial Psychology, 27(3), 193-206.*
10. *Bhatti, M. A., Hee, H. C., & Sundram, V. P. K. (2019). The Impact of Employee Participation in Decision Making on Organizational Commitment and Performance. Journal of Business and Social Review in Emerging Economies, 5(1), 45-52.*
11. *Black, J. S., & Gregersen, H. B. (2015). It Starts with One: Changing Individuals Changes Organizations. Pearson Education.*
12. *Bradbury-Jones, C., Sambrook, S., & Irvine, F. (2007). Empowerment and being valued: A phenomenological study of nursing students' experiences of clinical practice. Nurse Education Today, 27(1), 8-15.*
13. *Bragg, T. (2002). How to Boost Employee Engagement and Commitment. Workforce Performance Solutions, 5(6), 33-35.*
14. *Brooks, R. (2006). The relationship between organizational loyalty and performance. Performance Management Journal, 10(2), 100-117.*
15. *Butali, P., & Njoroge, D. (2018). Effect of employee engagement on organizational performance in Kenya's horticultural sector: Mediating role of organizational commitment. International Journal of Business and Social Science, 9(2), 23-34*
16. *Collins, H. (2010). Employment Law. Oxford University Press.*
17. *Corporate Leadership Council. (2018). Employee Engagement and Its Impact on Organizational Performance. Corporate Leadership Council.*
18. *Faloye, D. (2014). Organizational commitment and turnover intentions among private university employees in Nigeria. Management Research Review, 37(3), 234-252.*
19. *Fox, R. (1998). The influence of empowerment on nursing practice. Nursing Management, 29(3), 15-20.*
20. *Fulmer, I. (2015). Maximizing Employee Performance and Retention through Engagement. Human Resource Management Journal, 12(1), 67-79.*
21. *Gelaidan, H. M., & Ahmad, H. (2013). The influence of leadership style on affective commitment. Journal of Business Ethics, 114(2), 285-294.*
22. *Gomez, A. (2017). Understanding the impact of teamwork on organizational success. International Journal of Business and Social Science, 8(5), 129-135.*
23. *Grazier, P. B. (2012). Employee Involvement: Improving the Work Environment and Business Performance. Management Review Quarterly, 50(4), 40-52.*
24. *Guest, D., & Peccei, R. (2013). Partnership at work: Mutuality and the balance of advantage. British Journal of Industrial Relations, 39(2), 207-236.*
25. *Husain, Z. (2011). Effective leadership and teamwork for organizational success. International Journal of Leadership Studies, 6(1), 86-95.*
26. *Johnson, D., & Leavitt, M. O. (2017). Organizational Commitment and Employee Retention: A Theoretical Framework. Journal of Business Studies Quarterly, 8(3), 99-116.*
27. *Judge, T. A., & Gennard, J. (2010). HRM and Employment Relations. Palgrave Macmillan.*
28. *Judge, T. A., & Gennard, J. (2014). Managing employee representation and participation. HRM International Journal, 9(3), 192-203.*
29. *Kanter, R. M. (1977). Men and Women of the Corporation. Basic Books.*
30. *Krebs, D., Madigan, R., & Tullai-McGuinness, S. (2008). Nurse empowerment in the workforce. Nursing Leadership Journal, 21(1), 34-45.*
31. *Latham, G. P. (2010). Work Motivation: History, Theory, Research, and Practice. SAGE Publications.*
32. *Lawler, E. E., & Mohrman, S. A. (1989). Participative management: A model for organizational success. California Management Review, 31(4), 42-54.*
33. *Lawler, E. E., Mohrman, S. A., & Ledford, G. E. (1995). Creating High Performance Organizations. Jossey-Bass.*
34. *Lo, M. (2009). The role of affective commitment in organizational success. Journal of Organizational Behavior, 30(7), 943-959.*
35. *Locke, E. A., & Schweiger, D. M. (2009). Participation in decision-making: One more look. Research in Organizational Behavior, 1(1), 265-339.*
36. *Mahal, P. K. (2012). HR practices as determinants of organizational commitment and employee retention. IUP Journal of Management Research, 11(4), 37-53.*

37. *Marchington, M. (2011). Employee involvement and participation in organisational decision-making. Oxford University Press.*
38. *Marchington, M., & Armstrong, C. (2012). Management: Principles and Practices. Cengage Learning.*
39. *Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. Psychological Bulletin, 108(2), 171-194.*
40. *Meyer, J. P., & Allen, N. J. (1990). A three-component conceptualization of organizational commitment. Human Resource Management Review, 1(1), 61-89.*
41. *Meyer, J. P., Stanley, D. J., & Vandenberghe, C. (2012). Affective, Continuance, and Normative Commitment to the Organization: A Meta-Analysis of Antecedents, Correlates, and Consequences. Journal of Vocational Behavior, 61(1), 20-52.*
42. *Mulika, A. (2010). The role of teamwork in organizational success. International Journal of Business Studies, 2(2), 12-21.*
43. *Nasiri, M. (2017). Impact of employee commitment on organizational performance. Journal of Management Research, 9(2), 101-118.*
44. *Nivedha, A., Ranjani, S., & Kalaiselvi, G. (2019). Exploring the effect of employee engagement on organizational productivity. Journal of Business Management, 6(1), 16-25.*
45. *Odu, S. (2021). The impact of employee participation on industrial productivity: A case study of Nigeria Brewery. African Journal of Management, 13(2), 98-112.*
46. *Ogeniyi, A., Adeyemi, T., & Olaoye, B. (2017). The importance of organizational commitment to corporate success. Journal of Corporate Affairs, 15(4), 70-88.*
47. *Olodo, T. (2020). The influence of teamwork on organizational performance at Al-Hikmah University. Journal of Management, 8(2), 44-60.*
48. *Parasuraman, S., & Jones, A. (2016). Joint consultation and employee participation: A review of the literature. Journal of Industrial Relations, 7(3), 115-134.*
49. *Randall, J. (2019). Employee Engagement and Organizational Commitment: A Multi-Dimensional Approach. Journal of Human Resource Management, 30(4), 65-89.*
50. *Rhoades, L., & Eisenberger, R. (2001). Affective commitment to the organization. Journal of Applied Psychology, 86(5), 825-836.*
51. *Sayğan, A. (2011). The role of emotional commitment in employee engagement. Journal of Business Research, 64(9), 1045-1053.*
52. *Shen, W., & Cannella, A. A. (2012). The Role of Human Resources in Managing Organizational Change. Strategic Management Journal, 33(5), 123-141.*
53. *Singh, P. (2014). Organizational Adaptation in a Changing Environment. Strategic Management Journal, 25(6), 743-759.*
54. *Singh, S., & Gupta, M. (2015). Organizational commitment and job satisfaction: A study of selected IT companies. Journal of Management Studies, 9(2), 132-147.*
55. *Suff, P., & Reilly, P. (2014). Team collaboration: Key to organizational success. Research in Organizational Studies, 11(3), 56-74.*
56. *Torka, N. (2013). Workplace Participation and Employee Commitment: A Study of Dutch Metal Workers. European Journal of Industrial Relations, 19(3), 221-237.*
57. *Vijayakumar, R., & Ramaiah, T. (2020). Employee engagement and organizational performance: The case of private banks in Chennai. Indian Journal of Management, 14(3), 74-85.*
58. *Wageman, R. (1997). Critical success factors for effective teamwork. Organizational Dynamics, 26(2), 49-61.*
59. *Wagner, J. A., Leana, C. R., Locke, E. A., & Schweiger, D. M. (2010). Empowering Employees: Methods, Practices, and Effects. Academy of Management Journal, 12(3), 456-479*
60. *Wainaina, L., Iravo, M., & Waititu, A. (2014). Effect of employee participation in decision making on the organizational commitment of academic staff in the private and public universities in Kenya. International Journal of Advanced Research in Management and Social Sciences, 3(12), 131-142.*