

Effect Of Employee Job Involvement And Engagement On Organizational Effectiveness: A Study Of Selected Multinational Firms In South-South, Nigeria

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ABSTRACT:

This study focused on the effect of employee job involvement and engagement on organizational effectiveness (A Study of Selected Multinational Firms in South-South, Nigeria). The study sought to determine the effect of job satisfaction of Selected Multinational Firms in South-South Nigeria and ascertain the effect of the return of Selected Multinational Firms in Southeast Nigeria; the study adopted a cross-sectional research design. The researcher adopted a primary data source to collect information from the respondents. The target population is eighty thousand five hundred and four (8504). Using a sample of 382, our finding shows a significant effect of employee participation on job satisfaction with p-value =.015<.05% significance level. The study concluded that role congruence significantly affects the return of Selected Multinational Firms in South-South, Nigeria with p-value=.009<.05% significance level. The study recommended that the organizations under the study should continuously improve employees' ability to give meaningful suggestions and participate more in decision-making as this enhances organizational performance. Measures that will increase employee participation and organizational commitment should be implemented.

KEYWORDS: *Employee Job Involvement and Engagement, Participation, Role Congruence and Organizational Effectiveness*

MANUSCRIPT TYPE:

Research Paper

PUBLICATION DETAILS:

Received: JAN 2023
Revised: MAR 2023
Accepted: MAR 2023

Publication of College of Management Sciences, Michael Okpara University of Agriculture, Umudike Nigeria



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INTRODUCTION

Job involvement and engagement are generally described as an attachment to one's job that exceeds normal levels of commitment. The employee can become so involved with his job that it affects performance in other life role areas. "The degree to which an employee is engaged in and enthusiastic about performing their work is called job involvement". Business managers are typically well aware that efforts to promote job involvement and engagement among staff tend to pay off substantially since employees will be more likely to assist in furthering their company's objectives. Consequently, job involvement and engagement are the willingness of a person to work hard and apply effort beyond normal job expectations (Adebayo, 2012). Job involvement and engagement are how employees immerse themselves in their jobs, invest time and energy, and view work as a central part of their lives (Newstrom and Devis, 2009). In organizations today, job involvement and engagement are seen as an individual's psychological identification or commitment to his

/ her job. It is the degree to 'which one is cognitively preoccupied with, engaged in, and concerned with one's present job.

Job involvement and engagement involve the internalization of values about the goodness of work or the importance of work in the individual's worth (Lodahl and Kejner, 2015). Individuals who display high involvement and engagement in their jobs consider their work a very important part of their lives, and whether or not they feel good about themselves is closely related to how they perform in their jobs. In other words, for highly involved individuals, performing well on the job is important for their self-esteem (Lodahl and Kejner, 2015). It is very proper and practical for organizational leaders to function as figureheads and managers who can inspire and motivate staff to be highly committed and effective in delivering their jobs. In the long run, this will bring about organizational goals and objectives.

Interestingly, job involvement and engagement are argued to be associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work (Saks, 2006). Similarly, the factors that most influence job involvement and engagement are fairness, care and concern for employees, and trust. In order to meet these criteria, firms have followed many paths in a quest to connect human resource and management strategies with bottom-line financial success (Saks, 2006).

Consequently, job involvement and engagement take place when employees are highly committed to their jobs, when they are interested and indeed excited about what they do when they display loyalty, faith and pride in the organization, and when there is a willingness to advocate for their organization and a sense of personal responsibility. In addition, managers agree that modern business demands higher productivity and more efficiency than in previous times. Organizations are increasing performance to place their company ahead of their competitors. At some point, satisfied employees who are content with their work experience serve as a good formula for success. Also, a satisfied employee will want to stay with a company and contribute to the workforce stability and productivity of the organization. Though satisfied and stable employees may be needed in the organization, they may not be enough to bring necessary business results (Shaufeli and Bakker, 2004). This study examined the effect of employee job involvement and engagement on organizational effectiveness (A Study of Selected Multinational Firms in South-South, Nigeria).

In Nigeria, especially in the South-South today, there has been much controversy about whether an employee would participate in managerial decision-making. Many researchers argue that employees should contribute to decision-making, especially where it affects them or their jobs (Adeola, 2004). The major problem with employee participation and involvement is resistance to change by management. Managers create an organizational culture that reflects their philosophies and management style and reinforces their strategies and control. Employee participation and involvement pose a threat to an autocratic manager. Many managers tend to resist participation because it is contrary to the habits that formed their ways of thinking and behaving. In addition, failure to respond to an employee recommendation is an example that reduces employee participation (Busck *et al.*, 2010). Employee non-participation in decision-making may lead to low performance in an organization, non-participation in decision-making demoralizes employees and employee non-participation results in conflicts between management and employees and also leads to indifference to the decision reached by the organization. If management does not indulge in employees' endorsements, employees rapidly conclude that management has no interest in their ideas. Many researchers have taken a more universal approach to studying employee participation, arguing that participative decision-making requires a certain context over and beyond a set of programs and techniques (Denison, 2009).

Without redesigning work, employee participation efforts can have a negative effect. Participative approaches such as delegation gave mixed results, especially in multinational companies. Although multinational companies have done much in their respective organizations, failure or lack of worker participation and involvement results in poor quality services, customer retention, turnover, lost morale, performance and profits (Aw *et al.*, 2007). Conversely, bad policy and lopsided decision-making seem to be among the major challenges inhibiting the progress of multinational companies in Nigeria, which has created many unresolved problems between management and the employees in the organization, resulting in chains of industrial actions and a faceoff between management and employees. The inability of management to develop good policy, knowledge, protocols, and skills that incorporate support and optimal decision design for their organization is troubling, and this seems to be the norm rather than the rule in companies in Nigeria, which have retrograded and repressed the performance of these multinational companies in recent times

(Busck *et al.*, 2010). Against this backdrop, the study used selected multinational firms in South-South Nigeria to determine the effect of employee job involvement and engagement on organizational effectiveness. Furthermore, it sought to determine the effect of participation on job satisfaction and role congruence on the returns of these firms.

REVIEW OF LITERATURE

Employee Job Involvement

Involvement refers to the level of participation by members in an organization's decision-making process. It also refers to the sense of responsibility and commitment engendered (Denison, 2007). Involvement entails building human capacity, ownership and responsibility. It is necessary as it leads to a united vision, values and purpose. Employee Involvement is also called participative management and refers to the degree to which employees share information, knowledge, rewards, and power throughout the organization (Randolph *et al.*, 2008). McShane and Von Glinow (2009) opine that when there is job involvement, employees have some authority in making decisions that were not previously within their mandate. They stated that employee Involvement extends beyond controlling resources for one's job; it includes the power to influence decisions in the work unit and organization. The higher the level of involvement, the more power people tend to have over the decision, process and outcomes.

Along with sharing power, employee Involvement requires sharing information and knowledge because employees require more knowledge to make a meaningful contribution to the decision process (McShane and Von Glinow, 2009). Employee participation has become an important part of corporate decision-making because it is integral to knowledge management. This implies that corporate leaders realize that employee knowledge is a critical resource for competitive advantage, and as such, they encourage employees to share this knowledge.

Different forms of job involvement exist in organizations. Formal participation occurs in organizations with established structures and formal expectations supporting this form. Informal participation occurs when casual or undocumented activities occur at management's discretion. Job involvement can also be voluntary or statutory. It is voluntary when employees participate without any force or law. It is statutory when the government legislate its activities (e.g. Codetermination, which varies from country to country) (Strauss, 2008). Employee participation can also be direct or indirect. Direct participation occurs when employees personally influence the decision process. Representative participation occurs when peers represent employees (e.g., work council in the European Codetermination system) (McShane and Von Glinow, 2009).

A moderate level of job involvement entails employees being more fully consulted individually or in groups. They are told about the problem and offer their diagnosis and recommendations, but the final decision is still beyond their control. Employees reduce costs through recommendations to senior executives (Gowen and Lesieur, 2012). The highest level of involvement occurs when employees have complete power over the decision process. They discover and define problems, identify solutions, choose the best option, and monitor the result of their decision (McShane and Von Glinow, 2009). Involvement is the degree to which the employees of an organization are willing to work. Individuals willing to work hard are highly involved, whereas individuals without this willingness are lowly involved. Job involvement (JI) has been conceptualized as the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job. Job involvement is "psychological identification with a job" (Kanungo, 2012). This definition implies that a job-involved person sees his or her job "as an important part of his self-concept" and that jobs "define one's self-concept in a major way" (Kanungo, 2012).

Two components of job involvement have been identified: job involvement in the role (JIR), which is the degree to which one is engaged in the specific tasks that make up one's job, and job involvement in the setting (JIS), which indicates the degree to which one finds carrying out the tasks of one's job in the present job environment to be engaging. Employees will likely be satisfied and develop a strong attachment to an organization with a certain prestige (a favourable reputation) as part of his/her connection with glory. Strong identification with one's organization may translate into high job involvement. On the other hand, some researchers also argue that job involvement is a personal characteristic. Therefore, it is less likely to be influenced by organizational factors and more likely by personal characteristics.

It has been argued that the degree to which employees are involved in their jobs can be influenced by situational-related factors (i.e., experiences and psychological reactions to the work). A favourable organizational image fosters an employee's identification with her/his organization. A theoretical

framework relating job involvement to its antecedents correlates and consequences and reports meta-analyses of 51 pairwise relationships involving job involvement. Results of the meta-analyses support research suggesting that job involvement is influenced by personality and situational variables.

Studied by Kanungo (2006). He tried to exclude any doubt about job involvement and enhance the measurement inadequacies in the previous research. Job involvement is the individual's belief towards his or her present job, and he also stated that job involvement acts as a catalyst to satisfy the individual's present needs. In addition, he clarified the difference between job and work. He defined a job as an individual's current work, whereas a job is general work. Job involvement is the extent to which individuals are ego-involved in their work. Job involvement is seen as the degree of identification that employees realized in their jobs and the degree of importance they perceived (Preuss and Lautsch, 2002).

Job involvement is one cognitive need fulfilment, which assists him or her in working harder and boosting his or her performance. Indeed, a higher degree of job involvement among the members of an organization is essential to enhance organizational effectiveness. Besides that, there are four ways to categorize job involvement, which consists of (a) active contribution to the job, (b) work as the central life of interest, (c) performance compatibility with the self-concepts, and (d) performance as central to self-esteem. Ramsey, Nachiket, (2014). stated that employees who view their work as the central life of interest will have a greater opportunity to fulfil their major needs. Employees who assist actively in their jobs, which provide the chance to make decisions and play an essential role in the organization's goals, will assist them in obtaining high self-esteem and self-regard. In this research, the study adopts Kanungo's definition of the job involvement aspect, as most of the research on job involvement relies on his definition. Also, highly job-involved individuals would have fewer excuses (such as illness or transportation problems) and pay more attention to their jobs, reducing absenteeism and turnover intention.

Moreover, based on the research of Preuss and Lautsch (2002), cultivating job involvement is an essential organizational objective, as many researchers believe it is a primary stimulus of organizational effectiveness and individual motivation. Finally, Chughtai (2008) argued that job characteristics, such as job autonomy, task identity, skill variety, task significance, feedback and supervisory behaviours, such as participative decision-making, leader consideration, and amount of communication, have significantly linked to job involvement. According to Lodahl and Kejner (2015) held that job involvement encompasses four sub-dimensions:

- a) Response to work: Lodahl and Kejner used the expectancy theory to elaborate on this dimension. Under this theory, it has been defined that employees will respond to their work based on different expectations about the work they possess, and the extent to which these expectations are achieved will be able to determine the level of job involvement they experience. Robinson (2004) criticized that employees' need fulfilment due to the congruence between job expectations and the job itself will produce a higher level of job involvement.
- b) Expressions of being job involved: It has been explained that the expression of employees on job involvement is different from one another with the level of job involvement experienced. For instance, some employees may state they have high job involvement by thinking of the job even when not at work. Conversely, others may feel depressed if they fail at something related to the job (Lodahl and Kejner, 2015)
- c) Sense of duty towards work: A highly involved individual would have a great sense of duty towards work. It is because they feel great about their work. For instance, an employee is willing to work overtime without pay to complete an assigned task.
- d) Feelings about unfinished work and absenteeism: A highly involved employee will try to prevent being absent from work and feel guilty about unfinished work (Lodahl and Kejner, 2015).

Theoretical Framework

Kahn Model of Employee Engagement by Kahn (1990)

Kahn (1990) was the first academic researcher who used the term employee engagement and defined the term employee engagement as "the simultaneous employment and expression of a person's "preferred self" in task behaviours that promote connection to work and others, personal presence and active full role performance." Kahn (1990) developed the first grounded personal engagement and disengagement model. According to Kahn's engagement model, employees can be engaged on three levels: physical, emotional, and cognitive. Three psychological conditions affect these three levels: meaningfulness, safety and availability. These conditions influence the performance of employees at their work Sakovska (as cited in Kahn, 1990). Kahn (1990) has also found that workers were more engaged at work in situations that offer

them more psychological meaningfulness and psychological safety and when they were more psychologically available. He also examined why the three psychological conditions of meaningfulness, safety, and availability are important to understand fully why a person becomes engaged in their work. He defined meaningfulness as the positive "sense of return on investments of self in role performance", safety as the ability to show one's self "without fear or negative consequences to self-image, status or career", and availability as the "sense of possessing the physical, emotional and psychological resources necessary" for the completion of the work. All these psychological conditions show a positive connection with employee engagement.

Kahn (1990) has reported that job involvement, work role fit and co-worker relations were positive indicators of meaningfulness. Rewarding co-workers and supportive supervisor relations enhance safety and self-consciousness; resource availability and outside activities were positive signs of psychological availability. Kang (2014) developed his conceptual employee engagement model using social exchange theory. According to the Kang employee engagement model, psychological capital and perceived service climate influence the organization's engagement level. He further explained that the level of employee engagement within the organization influences their level of satisfaction, organizational citizenship behaviour and turnover intention. Employees' levels of satisfaction also influence the organizational citizenship behaviour and turnover intention of the employees (Kang, 2014).

Empirical Review

Nwoko and Emerole (2017) research examined the effect of employee participation in decision-making on organizational performance: a study of national root crops research institutes Umudike (2012-2016). The study focused on the effect of employees' participation in decision-making on organizational performance concerning National Root Crops Research Institutes Umudike. Specifically, the study sought to ascertain the impact of employees' participation in decision-making on work commitment and examine the effect of employees' participation in decision-making on the productivity of NRCRI Umudike. The study adopted a survey research design, using primary and secondary data. The population of the study consists of all the institution's employees. Logistic Regression analysis and Pearson Product Moment Correlation were used to run the analysis through SPSS version 20. The major findings revealed a positive relationship between employees' participation in decision-making and the work commitment of the employees in the institution. Employee participation in decision-making has a low positive effect on the institution's productivity, with a correlation coefficient of ($r = 0.228$). The study concluded that employees' participation in decision-making positively affects organizational performance and recommends that National Root Crops Research Institutes Umudike's management adopt the adept participatory approach in administration/decision-making to encourage employees' affirmative commitment to organizational goals and objectives.

Nachiket (2014) study investigated the existing level of worker participation in management decision-making within the Indian work environment. The study involved a survey in which a total of 217 non-management employees drawn from two work organizations in Uttar Pradesh (Flour Mills and Sugar Mills) were used as subjects. Interview schedules and in-depth interviews were the main research techniques adopted for data collection. In contrast, percentage distribution and chi-square statistical techniques were used to analyze the data collected for the study. Results show that employees in both organizations are highly interested in participating in their respective workplaces' decision-making processes. However, the actual level of involvement in management decision-making demonstrated by the employees was relatively low. There is a significant relationship between education and employees' involvement in decision-making at Flour Mills. In Sugar Mills, a significant relationship exists between age and employees' involvement in decision-making and between the frequency of employees' consultation and organizational commitment. The study reveals a growing desire of non-management employees in the Indian work environment to exercise greater involvement in the decision-making process of their enterprises.

Owolabi and Abdul-Hameed (2011) research examined the relationship between employee involvement in decision-making and firms' performance in the manufacturing sector in Nigeria. Data on employee involvement in decision-making and performance variables were generated through questionnaires administered to 670 manufacturing firms. Responses from the survey were statistically analyzed using descriptive statistics, product-moment correlation, regression analysis and Z-test (approximated with the independent samples t-test). The results of the study indicate a statistically significant relationship between employee involvement in decision-making and firms' performance, as well as reveal a significant difference between the performance of firms whose employee involvement in decision-making is deep and the performance of firms whose employee involvement in decision-making is shallow. The findings also reveal

the involvement of participating firms in employee involvement in decision-making. The implications of the study include the need for manufacturing firms to demonstrate a high level of commitment to employee involvement in decision-making for performance enhancement.

In this study, the researcher presented and discussed many ideas about employee involvement and participation in Multinational firms in Akwa Ibom State. Several authors have propounded this study in different study areas. However, most of them were conducted in developed countries. Unfortunately, there are limited studies in developing countries that attempted employee involvement and engagement in organizational effectiveness; there is no such study that has been made on employee involvement and engagement in organizational effectiveness in Multinational Firms in South-South, Nigeria, so the researcher attempted to determine the effect of participation on job satisfaction, ascertain the effect of role congruency on return, ascertain the effect of human capacity development on the culture of Selected Multinational Firms in South-South, Nigeria.

METHODOLOGY

The study adopted a cross-sectional research design. This design allows the researcher to compare many different variables simultaneously from different study areas. The researcher adopted a primary data source to collect information from the respondents. The study consists of all the workers in the selected manufacturing firms in South-South Nigeria. The study targeted eighty thousand five hundred and four (8504) respondents from the selected study areas. The sample size of the study was 382. The study adopted a simple random sampling technique. This sampling technique gave every respondent in the study area an equal chance to participate. The methods used in this study to gather data was a set of questionnaires with a rating scale of 5-point Likert such as 5 (SA), 4 (A), 3 (UN), 2 (SD), and 1 (D).

Validity is based on the view that a particular instrument measures what it is meant to or has a purpose to measure. A regression model was employed to test the study's relationships between dependent and independent variables.

RESULTS AND DISCUSSION

Table 1: Determine the effect of participation on job satisfaction of Selected Multinational Firms in South-South, Nigeria

Statement	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	SD
Employee involvement enhances job satisfaction	177	101	12	41	27	1434	4.0	.987
Employee contribution improves job satisfaction	212	89	11	32	14	1527	4.3	.884
Employee responsibility enhances job satisfaction	235	72	-	23	28	1537	4.3	.879
Professional and personal growth boost job satisfaction	252	74	5	11	16	1609	4.5	.784
Employee rewards and recognition enhance job satisfaction	167	112	24	27	28	1437	4.0	.1.25
Dimensions of Dependent Variables								
Salary and welfare enhance participation	156	121	7	40	34	1399	3.9	1.35
Leader behaviour increases participation	198	102	11	33	14	1511	4.2	.908
Personal growth improves participation	125	172	18	23	20	1433	4.0	1.08
Interpersonal relationships enhance participation	202	87	15	25	29	1482	4.1	1.11
Job competency boosts participation	112	167	24	27	28	1382	3.9	1.36

Source: Field Survey, 2023

The result in Table 1 reveals that the decision rule means a score of \bar{x} 3.00 was used to decide on all five (5) statements to determine the dependent and independent dimensions of participation in job satisfaction of Selected Multinational Firms in South-South Nigeria. The majority of the respondents with the highest means of 4.5, 4.3, 4.3, 4.2, 4.1, 4.0 and 4.0 strongly agreed that professional and personal growth boosts job satisfaction, employee contribution improves job satisfaction, employee responsibility enhances job

satisfaction, leader behaviour increases participation, personal growth improves participation, interpersonal relationships enhance participation, employee involvement enhance job satisfaction and employee rewards and recognition enhance job satisfaction.

Table 2: Ascertain the effect of role congruence on returns of Selected Multinational Firms in South-South Nigeria

Statement	SA 5	A 4	UN 3	D 2	SD 1	TOTAL	MEAN	SD
Real improves return on investment	156	121	7	40	34	1399	3.9	1.35
Authentic enhanced return on investment	198	102	11	33	14	1511	4.2	.908
Genuine improved return on investment	125	172	18	23	20	1433	4.0	1.08
Trustworthy improves return on investment	202	87	15	25	29	1482	4.1	1.11
Interest improves role congruence	109	170	24	27	28	1379	3.9	1.36
Dividends enhance role congruence	128	172	18	20	20	1442	4.0	1.08
Capital gain improves role congruence	202	87	15	25	29	1482	4.1	1.11

Source: Field Survey, 2023

The result in Table 2 reveals that the decision rule means a score of \bar{x} 3.00 was used to make decisions on all five (5) statements to determine the dependent and independent dimensions of role congruence on returns of Selected Multinational Firms in South-South Nigeria. Most respondents with the highest mean scores of 4.2, 4.1, 4.1, 4.0 and 4.0 strongly agreed that authenticity enhances return on investment, trustworthiness improves return on investment, capital gain improves role congruence, dividends enhance role congruence and genuine improves return on investment.

Ho₁: There is no significant effect of participation on job satisfaction of Selected Multinational Firms in South-South, Nigeria.

Table 3: Regression analysis on participation in job satisfaction

Variable	Parameters	Coefficient	Std error	t – value	Sig
Constant	β_0	0.058	0.057	1.017	.000
Participation (X ₁)	β_1	0.082	0.072	1.139**	.015
R-Square		0.690			
Adjusted R – Square		0.546			
F – statistics		7.125***			

Source: Field Data, 2023

The table above shows the coefficients of participation in job satisfaction. The coefficient of multiple determination (R^2) was 0.690, which implies that changes in the independent variable explained 69.0% of the variations in dependent variables. In comparison, 31.0% were unexplained by the stochastic variable, indicating the goodness of fit of the regression model adopted in this study, which is statistically significant at a 1% probability level. The participation coefficient was statistically significant and positively related to job satisfaction at a 5 per cent level (1.139**). With p-value = .015 < .05% significance level. This implies a significant effect of participation on job satisfaction of Selected Multinational Firms in South-South, Nigeria. The majority of the respondents strongly agreed that professional and personal growth boost job satisfaction, employee contribution improves job satisfaction, employee responsibility enhances job satisfaction, leader behaviour increases participation, personal growth improves participation, interpersonal relationships enhance participation, employee involvement enhances job satisfaction and employee rewards and recognition enhance job satisfaction.

Ho₂: There is no significant effect of role congruence on the return of Selected Multinational Firms in South-South Nigeria

Table 4: Regression analysis on role congruence on returns

Variable	Parameters	Coefficient	Std error	t – value	Sig
Constant	β_0	0.055	0.082	0.670	.005
Role Congruence (X_1)	β_1	0.105	0.057	1.842**	.009
R-Square		0.609			
Adjusted R – Square		0.530			
F – statistics		7.788***			

Source: Field Data, 2023

Table above shows the coefficients of role congruence on returns. The coefficient of multiple determination (R^2) was 0.609, which implies that changes in the independent variable explained 60.9% of the variations in dependent variables. In comparison, 29.1% were unexplained by the stochastic variable, indicating the goodness of fit of the regression model adopted in this study, which is statistically significant at a 1% probability level. The coefficient of role congruence was statistically significant and positively related to returns at a 5 per cent level (1.842**). With p -value=.009 < .05% significance level. This implies a significant effect of role congruence on returns of Selected Multinational Firms in South-South Nigeria. Most respondents strongly agreed that authenticity enhances return on investment, trustworthiness improves return on investment, capital gains improve role congruence, dividends enhance role congruence, and genuinely improve return on investment.

CONCLUSION AND POLICY IMPLICATIONS

Employee involvement and engagement drive commitment. When employees are allowed to be involved in matters that concern them, they begin to see themselves as important members of the firm and try as much to ensure that such decisions succeed. In doing this, they consciously or unconsciously become more committed to realizing the organization's goals and objectives. Thus, the need for organizations to achieve a high level of employee participation is a call for introducing and implementing an organization's employee involvement programme. Thus, participation significantly affects the job satisfaction of Selected Multinational Firms in South-South Nigeria. Employees are expected to know and understand their roles in the organization; they should be able to take full responsibility for their behaviours, behave professionally, treat co-workers respectfully, or be accountable for their work. Moreover, all these can be achieved through effective communication and total adherence to the rules and regulations of the organization. If implemented and carried out, role congruence and employee responsibility will significantly affect the return of Selected Multinational Firms in South-South Nigeria.

Firms should develop policies encouraging employee participation in decision-making processes, particularly those directly affecting their roles and responsibilities. Involving employees in decisions fosters a sense of ownership and commitment. Firms under the study should establish policies for formal recognition and rewards programs that acknowledge and celebrate employee achievements. Recognizing employees' contributions enhances job satisfaction and reinforces a positive work culture.

Firms should implement policies that provide opportunities for continuous learning and professional development. This can include training programs, mentorship initiatives, and educational support to help employees enhance their skills and advance in their careers.

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