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EMPLOYEE PARTICIPATION IN DECISION MAKING AND PERFORMANCE OF MICROFINANCE BANKS IN UYO

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Abstract

The study examined employee participation in decision making and performance of microfinance banks in Uyo. The objective was to investigate the influence of communication and organizational culture on performance of microfinance in Uyo. Survey design was used for the study and the population of the study consisted of Two hundred and twenty-seven (227) employees who were drawn from the nine (9) microfinance banks in Uyo, and all were used for the study. Data were collected using questionnaire which was administered to the employees of the microfinance banks at of which 210 copies were filled and returned. Data collected were analyzed using descriptive statistics while simple linear regression and multiple linear regressions were used to test the research hypotheses formulated for the study. Thus, the findings indicated that communication and organizational culture have significant and positive influence on the performance of microfinance banks in Uyo, it was concluded that communication and organizational culture have significant and positive influence on employee performance in microfinance banks in Uyo, and that effort should be tailored towards enhancing the performance of microfinance banks in Uyo. Therefore, it was recommends that management should create a comprehensive communication strategy that aligned with the bank's goals and objectives. Also, management should develop a culture that is adaptable to change, with clear communication and support for employees during transitions. Facilitates smoother implementation of changes and helps the organization remain agile in a dynamic environment.

Key Words: Employee, Decision Making, Communication, Organizational Culture and Performance

1. Introduction

Over the years, the practice of organisational management demanded that employer management would expect that workers will do the work that is set before them. While this was a perfectly typical method of getting results through others in the early days of assembly line and scientific management, it is no longer true of today's business (Okolie & Oyise, 2021). The trend has changed in that management expects more from its workers than doing simply what is put before them. It has also changed in that workers expect that more can be gotten from them by simply working according to the direction of the boss (Deci & Ryan, 2017). Consequently, the main purpose of most contemporary organization lies on how to out-weight their competitors either in terms of quality of product, service delivery, competitive pricing, product

innovation, marketing communication, employee care and shareholders satisfaction among others. Just as these are the core expectations of industry's managers, same is also the desires of bank managers or business operators. The attainment of this purpose anchor principally on having the right attitude of employees who are the people to turn around or implement policies and directives and ensure that the goal of an organization is realized especially when employees are given the opportunity to participate in decision making (Okolie & Oyise, 2021).

Employee participation in decision-making is widely recognized as a critical factor influencing organizational performance, particularly in microfinance banks where agility and employee engagement are crucial. Microfinance banks, which

serve underserved communities by providing financial services, operate in a dynamic environment that demands effective decision-making processes. Understanding how employee participation in decision-making impacts the performance of these institutions involves exploring various organizational dimensions such as culture, communication, structure, and motivation. Furthermore, the effectiveness of employee participation is influenced by the external environment in which microfinance banks operate. Economic fluctuations, regulatory changes, and competitive pressures can affect how employee participation is implemented and perceived. Gupta and Shaw (2021) highlight the need for microfinance banks to adapt their decision-making practices to align with external conditions while maintaining a focus on employee engagement and performance. Effective employee participation in decision making in Microfinance bank is driving by factors such as communication and organizational culture among others.

Effective communication is crucial factor in the decision-making process within microfinance banks. Men and Stacks (2019) emphasize that transparent and open communication channels enhance employees' understanding of organizational goals and their role in achieving them. When employees are kept informed and involved in the decision-making process, they are more likely to exhibit higher levels of commitment and job satisfaction. This, in turn, can lead to improved performance outcomes for the organization. Organizational culture is another factor that plays a pivotal role in shaping how decisions are made and implemented within microfinance banks. A culture that values collaboration and inclusivity often fosters an environment where employees feel empowered to contribute to decision-making processes. (Hofstede *et al.*, 2019). Recent studies underscore the importance of these factors in enhancing performance outcomes. For instance, Latham and Pinder (2018) found that organizations that actively involve employees in decision-making processes experience improved operational efficiency and customer satisfaction. This is particularly relevant for microfinance banks, where employee engagement can significantly impact service delivery and client interactions.

Performance is core to businesses. This is so because performance is the main objective of every business in other words to make profits. Larson (2011) posits that performance comprises efficiency and effectiveness. Thus, performance is seen as a quantitative weighted measures of how efficiency in given set of resources is used to achieve a given a set of objective or targets. An efficient employee is the one that achieved high output with minimum input. Efficiency denotes that the operations means, activities and resources are so structured and managed such that the output or achievement is maximized or optimized; it becomes important because resources are generally limited. Therefore, organizations and employees make the most out of the little resources available. However, researchers have divergent view of what performance is Timeliness is a critical factor influencing the performance of microfinance banks, which operate in a sector where rapid responses to market demands and client needs can significantly impact operational success. Microfinance institutions (MFIs) are tasked with delivering financial services to underserved populations, often in dynamic and challenging environments. The ability to act promptly on financial transactions, regulatory changes, and customer service issues is essential for maintaining competitive advantage and ensuring customer satisfaction (Hossain & Natarajan, 2020). Timeliness in processing loans, disbursing funds, and responding to customer inquiries not only enhances the efficiency of operations but also builds trust and reliability among clients.

The issue of whether participative decision making exists in the Nigerian industrial set-up is very controversial. Some companies in Nigeria practice participative decision making and the government has in the past encouraged participative decision making through legislation. On the contrary, some management writers in Nigeria are of the view that it does not exist and where it does it is not real. Their reason is that the necessary prerequisite conditions to encourage participation in banks are not available. However, research into communication and organizational culture has exposed employee's desire for involvement in decision making in their various organizations (Deci & yan, 2017). Employees are at the same time important elements of the accomplishment of the organizational goals, and thus

organizational performance. The reason basically rests on the fact that employees are operators and are in better position to know the problems they encounter in doing a particular task and how best to solve them. The problem mainly lies on the fact that participation though obtained has not been clearly understood as well as its benefits. Some of the managers feel that the decision making process is their sole prerogative and as such should be protected. Again top management seems to remain unfriendly on its employee as to build an all-important air around them. Also, gossip, argument, disagreement and lack of trust of employees by top management and ineffective organizational structure share seem to limit their participatory space, and management unwilling to information with junior staff and the tradition of top- down decision making approach, hence the need for this study.

However, studies have been carried out on employee participation and performance of microfinance banks but to the best knowledge of the researcher, studies that evaluated employee participation in decision making using employee commitment and organizational culture in a single model to predict their effect on performance are scarce, therefore this study was conducted to examine employee participation in decision making on performance of Microfinance Banks in Uyo. The main objective of the study was to examine the influence of Employee Participation in decision making on Performance of Microfinance Banks in Uyo. Specifically, the objectives were to: i. evaluates the influence of communication on performance of Microfinance Banks in Uyo. ii. Examine the influence of organizational culture on Performance of Microfinance Banks in Uyo. The following research questions were raised to guide the study i.What is the influence of communication on performance of Microfinance Banks in Uyo?ii. What is the influence of organizational culture on performance of Microfinance Banks in Uyo?.While the study was hypothesized: Ho₁: Communication has

no significant influence on performance of Microfinance Banks in UyoHo₂: Organizational culture has no significant influence on performance of Microfinance Banks in Uyo

2. Literature Review

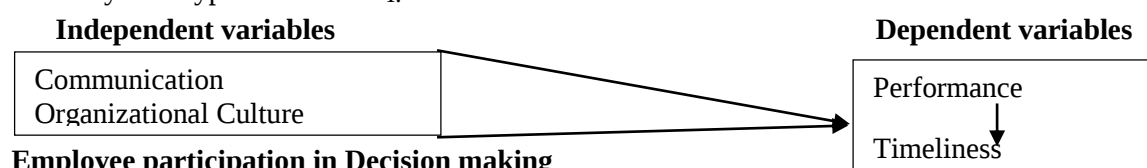
2.1 Conceptual Definitions

2.1.1 Employee Participation in Decision Making

Employee participation is a course of involving and empowering employees on the job in order to use their effort towards achieving higher individual and organizational performance (Sofijanov & hatleska 2013). Employee Participation is also defined as a direct participation or engagement of employee to help an organization fulfill its mission statement and meet its core objectives values by applying their own innovations, expertise, and efforts towards solving problems and making decisions (Bullock & ower, 2014). Employee Participation is also described as “the entirety of forms, that is direct (personal or by the employee) or indirect (through the legislative body of the employees) by which persons, groups, collectives sheltered their welfare or throw in to the decision making process”. On the other hand, Beardwell and Claydon (2011) defined Employee involvement as the distribution of power between employer and employee in decision making of the firm, either through direct or indirect participation. In addition, employee participation also refers to employee participation in decision making at the firm (Busck *et al.*, 2010).

2.1.2 The Dimensions of Employee Participation

Employee Participation is apprehensive with mutual decision making in the organization between employee and employer. It shows how businesses can advance their performance by engaging employee interest and dedication (Cotton, 2013). Employee participation indicators include communication and organizational culture



Employee participation in Decision making

Figure 1: Conceptual Model specifying the relationship between employee participation and performance of bank

2.1.3 Communication

Effective communication is crucial for the performance of microfinance banks, influencing various aspects from operational efficiency to client satisfaction. In microfinance institutions (MFIs), where the primary focus is on providing financial services to underserved populations, clear and efficient communication channels play a significant role in ensuring that services are delivered effectively and that organizational goals are met (Men & Stacks, 2019).

2.1.4 Organizational Culture

Organizational culture is a fundamental element influencing the performance of microfinance banks, impacting their ability to achieve operational goals and sustain growth. Organizational culture encompasses the shared values, beliefs, and practices that shape employee behavior and organizational processes (Schein, 2019). In microfinance banks, where the focus is on delivering financial services to underserved communities, a strong and adaptive culture can significantly enhance performance outcomes by aligning employees with organizational goals and fostering a collaborative environment.

2.1.5 Performance

Organizational Performance is described as outcome of input as a result of setting goals and objective of an organization by upholding mission statement as guarding principle to achieving the stated goals. (Richard et al. 2009). It consists of three specific areas of an organizational outcomes: (a) financial performance (profits, return on assets, return on investment); (b) product market performance (sales, market share); and (c) shareholder return (total shareholder return, economic value added). Timeliness in banking operations is essential for several reasons. According to Ojo and Ogunnaike (2019), promptness in banking services enhances customer satisfaction and loyalty. Customers expect timely transactions and quick resolutions to their issues, making timeliness a crucial component of service quality (Ojo & Ogunnaike, 2019). Additionally, timely processing of transactions reduces the risk of errors and fraud. Nwachukwu & Iwuanyanwu (2021), delays in processing can lead to increased operational risks and financial losses. Therefore, ensuring that bank workers

adhere to timeliness standards is fundamental for maintaining the integrity and reliability of banking operations (Nwachukwu & Iwuanyanwu, 2021).

2.2 Theoretical Framework

This study is anchored on Value Chain theory propounded by Michael Porter in 1985. The theory states that value chain is a collection of activities that are performed by a company to create value for its customers. The author posits that the ability to perform particular activities and to manage the linkages between these activities is a source of competitive advantage. The value chain theory links organizational activities and work performance. Decision making process is part of activities that organization performs, which represents a course of action to deal with a specific problem and to improve organizational performance in the following areas such as; problem solving ability, innovativeness and social responsiveness in business environment. This theory further explains how organization can improve quality of decision making and create superior value to promote Organizational Performance. Therefore, as the theory correlates with the present study, the success or failure of every organization depends on the quality of decisions made by such organization. Therefore, the better the quality of decisions made, the greater the organizational performance. Value chain theory represent essential tool used by any organization to promote its competitiveness and create superior value, by given the employees the opportunities to contribute towards the overall success of the organization through active participation in decisions making in the organization. Therefore, since the theory emphasizes the relevance of active participation and seems decision as the main activities of Microfinance banks, the need for effective organization structure that create room for active participation becomes the central focus of the organization and at same time motivate employees to attain greater height of commitment and contribution to the improvement and the overall well-being of the organization and its environments

2.3 Empirical Review

Dede (2019) examined Employee Participation in Decision Making and Organizational Productivity: Case Study of Cross River State Board of Internal Revenue, Calabar. The objective was to evaluate the

factors that influence effective decision making on organizational performance. The Qualitative Data Collected Approach was employed by the researcher of this study which is the use of primary data with the help of questionnaire. The result showed that employees participate in the decision making of the organization becomes easy and creates a good working environment, increase workers commitment and satisfaction on decisions taken and also increase employee's moral since they feel recognized and part of team players in the organization and direct consequences of all these increase productivity within the organization.

Mowoli(2021) examined comparative analysis of employee commitment in old and new generation banks in Llori metropolis. The objective was to evaluate the effect of employee commitment on organizational performance of old and new generation banks. Data was collected using open-ended questionnaire which was administered on 410 employees of the old and new generation banks out of which 140 and 191 copies were filled and returned for old and new generation banks. Mann-whitney U-Test inferential statistics was used to test the null hypothesis of the study, the findings revealed that there was no significant different between the old and the new generational banks in Llori metropolis. It was concluded among other factor that employee commitment has no significant different with organizational performance of the old and new banks in Llori metropolis.

Akinyemi(2021) investigated organizational commitment in Nigerian banks: The influence of age, tenure and education. The main objective was to evaluate the effect of age, tenure and education on organizational commitment in Nigerian banks. Survey research design was adopted for the study. Data were collected using questionnaire and which was administered to 303 respondents which were randomly selected using simple random sampling technique. Data were analyzed using ANOVA, that is, the analysis of variance and the findings revealed that age, tenure and education have significant and positive effect of organizational commitment in Nigerian banks. Therefore, it was concluded that age, tenure and education have significant effect on organizational commitment in Nigerian banks. Therefore, it was

recommended that organizations should consider age and level education to ensure better decision making. Naisa (2019) examined the effect of motivation on employee performance within the banking industry: A case of banks of Africa in Kenya. The objective was to investigate the effects of renewal and recognition on employee performance in Kenya. The descriptive research design was employed for the study. The population of the study consisted of 139 with a sample of 101 which was determined by Taro Yamane formula. Data were collected using questionnaire which was administered to 101 respondents using simple random technique. Data collected were analyzed using frequencies, histogram and multiple regression analyses. Finding showed that reward and recognition have positive effect on employee performance in Kenya.

Saidi and Patience (2020) examined organizational leadership styles and employee performance in Nigerian deposit money banks. The objective was to evaluate the effect of transformational leadership and servant leadership and employee performance in Nigerian deposit money banks. The survey research design was used for the study and the instrument used for data collection was questionnaire. The population of the study consisted of 30524 with a sample size of 452 which was randomly selected for the study. Data collected were analyzed using regression analysis. Finding indicated transformational leadership and servant leadership have positive and significant effect on employee performance in Nigerian deposit money banks.

Christiantus (2021) evaluated the effect of organizational structure on the performance of worker. The objective was to examine the effect of organizational structure on individual performance in Transcop Hilton in Abuja. Survey research design was for the study and data were collected using questionnaire which was administered to all the staff of Transco Hilton in Abuja. Data collected were analyzed using regression analysis. Finding showed that organizational structure has significant effect on individual performance in transcop Hilton in Abuja.

3. Methodology

3.1 Research Design

Survey research design was used for this study. The method was adopted because it enabled the researcher to collect data using questionnaire. It also helped the researcher to find answers to questions and collect first-hand information from the respondents as regards

to employee participation in decision making and performance of microfinance banks in Uyo. The accessible population of this study consisted of 227 staff of the nine (9) listed Microfinance Banks in Uyo. Therefore, all the staff was used for the study (census). Also, the unit of analysis comprised of the senior and middle staff of the Microfinance Banks in Uyo.

Table 1: The Names of Microfinance Banks under Investigation

S/N	Name of Microfinance Banks in Uyo	Staff Strength
1	Palm Cost Microfinance Bank	23
2	Uniuyo Microfinance Bank	21
3	Nsehe Microfinance Bank	27
4	Gufax Microfinance Bank	24
5	Brooks Microfinance Bank	28
6	New Dawn Microfinance Bank	25
7	Standford Microfinance Bank	31
8	Prospect Microfinance Bank	21
9	Cashrite Microfinance Bank	22
	Total	227

Source: Corporate Affairs Commission (2025)

3.2 Sources and Nature of Data

Data for the study were collected from primary source with the use of questionnaire which was administered to the respondents in microfinance banks in Uyo. The instrument for data collection was questionnaire. The questionnaire was designed in line with independent and dependent variables for this study. The questionnaire was structured using modified 4 point rating scale range from (4) Strongly Agree, three (3) Agree, two (2) Strongly Disagree and one (1) Disagree. The validity of the instrument used was face and construct validity. Face validity means the transparency of a test as it appears to test participant. Also, construct validity is the degree to which a test measure what it intends to measure. Pre-test instrument was used to validate the instrument. Ten (10) copies of the questionnaire were administered to staff of university of Uyo Microfinance Bank for completion and during the exercise, observations and criticism were made and corrections were effected before preparing the final copies.

Reliability means the consistency and stability of result when a measuring scale is repeated on the

study on the same group of respondents. Therefore, to measure the reliability of the instrument, test-retest measure was used on ten (10) respondents of the staff of the organization used for the study and was administered on interval of two (2) weeks. Cronbach Alpha Statistics was used to calculate and measure the reliability of the instrument; the value of the alpha coefficient 0.6 above was considered reliable. The data were collected using close-ended questionnaire. The instrument was administered to the respondents by the researchers who were assisted by research assistants. The research instrument was scored using modified Likert Scale.

Strongly Agree (SA)	-	4
Agree (A)	-	3
Strongly Disagree (SD)	-	2
Disagree (D)	-	1

3.3 Model Specification

Hypothesis I

$$P = f(C) \quad 1$$

$$P = X_0 + X_1 C_1 + \mu \quad 2$$

Where:

P = Performance

X_0 = Intercept

X_1 = Coefficient of the independent variable

C = Communication

μ = Error term

Hypothesis II

$$P = f(OC) \quad 3$$

$$P = X_0 + X_1 OC_1 + \mu \quad 4$$

Where:

P = Performance (dependent variable)

X_0 = Intercept

X_1 = Coefficient of the independent variable

OC = Organizational Culture

μ = Error term

3.4 Method of Data Analysis

The data were analyzed using descriptive and inferential statistics. Descriptive statistics such as simple percentage, mean, and standard deviation were used to analyze the data, while inferential statistics such as simple linear regression analysis was used to test the null hypothesis at 0.05 Alpha values, with the use of statistical software program known as Statistical Package for the Social Sciences (SPSS), version 25.

4. Results and Discussion

4.1 Descriptive Statistics of Questionnaire

Two hundred and twenty seven (227) copies of questionnaire were distributed to the nine (9) Microfinance Banks in Uyo, during the working hours. However, two hundred and Ten (210) copies were filled and returned respectively. This represented 95.4% response rate, which is considered very good to make conclusions for a study.

Table 2: Questionnaire Administrations

Microfinance Banks	No. of questionnaire distributed	No. of questionnaire filled and returned
Palm Cost Microfinance Bank	23	21
Uniuoyo Microfinance Bank	21	20
Nsehe Microfinance Bank	27	26
Gufax Microfinance Bank	24	22
Brooks Microfinance Bank	28	26
New Dawn Microfinance Bank	25	23
Standford Microfinance Bank	31	29
Prospect Microfinance Bank	22	20
Cashrite Microfinance Bank	26	23
Total	227	210

Source: Field survey (2025)

The table 2 shows that twenty three (23) copies of questionnaire were distributed to Palm Coat Microfinance bank, but twenty one (21) copies were filled and returned while twenty one (21) copies of questionnaire were distributed to Uniuoyo microfinance bank, but twenty (20) copies of questionnaire were filled and returned, twenty seven (27) copies were distributed to Nsehe microfinance bank but twenty six (26) copies were filled and returned while twenty four (24) copies were distributed to Gufax Microfinance Bank but twenty two (22) copies were filled and returned, twenty eight (28) copies of questionnaire were distributed to Brooks microfinance bank but twenty six (26) copies of questionnaire were filled and

returned. Also, twenty five (25) copies of questionnaire were distributed to New Dawn microfinance bank but twenty three (23) copies were filled and returned, in Stanford microfinance bank, thirty one (31) copies of questionnaire were distributed but twenty nine (29) copies of questionnaire were filled and returned while twenty two (22) copies of questionnaire were distributed to Prospect microfinance bank but twenty (20) copies were filled and returned while twenty six (26) copies of questionnaire were distributed to Cashrite microfinance bank but twenty three (23) copies of questionnaire were correctly filled and returned and

two hundred and eleven respondents formed the basis of this analysis.

4.2 Analysis

4.2.1 Research Questions

Research Question 1: What is the influence of communication on performance of microfinance bank in Uyo

Table 3: The Analysis of research question three using simple percentages

E	Communication	SA	A	D	SD	
12	I fine internal communication channel easy	95 (45)	85 (40)	20 (9)	10 (5)	
13	Internal communication contribute positively toward the attainment of bank objectives	85 (40)	96 (46)	19 (9)	10 (5)	
14	I often interact with the our customers	80 (38)	100 (48)	10 (5)	20 (10)	
15	Communicating with our customers helps to meet the need our customer	80 (38)	100 (48)	10 (5)	20 (10)	
16	Internal communication helps me to connect with our customers	105 (50)	75 (36)	20 (10)	10 (5)	
		447	456	79	70	sS
		89	91	16	14	
	Total	42%	43%	8%	7%	

Researchers' Computation (2025)

The table shows that 89 respondents representing 42% strongly agree that communication has significant effect of performance of microfinance banks in Uyo while 91 respondents representing 43% agree that leader behavior has significant effect on performance of microfinance in Uyo. Also, 16 respondents representing 8% disagree that communication has significant and positive effect of performance of microfinance banks in

Uyo, and 14 respondents representing 7% strongly disagree that communication has positive and significant effect on performance of microfinance bank in Uyo respectively.

Research Question 2

To what is the influence of organizational culture on performance of microfinance bank in Uyo

Table 4: The Analysis of research question three using simple percentages

	Employee Participation in Decision Making	SA	A	D	SD
A	Organizational Culture				
1	My organization is supportive of employee growth	110 (52)	70 (33)	10 (5)	20 (10)
2	We often promote open communication and transparency	105 (50)	75 (36)	20 (10)	10 (5)
3	There is a strong sense of team work and collaboration	80 (38)	100 (48)	10 (5)	20 (10)
4.	We encourage innovation thinking and problem solving	80 (38)	100 (48)	10 (5)	20 (10)
5.	We often respond to market changes	90 (43)	91 (43)	21 (10)	8 (4)
	Total	480	421	81	68
		96	84	16	14
		45 %	40%	8%	7%

Source: Researcher's Computation (2025)

The table above indicates that ninety six (96) respondents representing 45% strongly agree that

organizational Culture influences performance of microfinance bank in Uyo while eighty four (84)

respondents representing 40% agree that organizational culture influences performance of microfinance banks in Uyo. Also, sixteen (16) respondents representing 8% disagree and fourteen (14) respondents representing 7% strongly agree that organizational culture influences performance of microfinance banks in Uyo. This implies that

organizational culture is a strange indicator of employee participation in decision making and that it has a predictive power to explain performance of microfinance bank in Uyo.

4.3 Test of Hypotheses

Hypothesis one

Table 5: The simple linear regression analysis on the influence of communication of microfinance banks in Uyo.

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.661 ^a	.437	.434	.75234	1.585	
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	91.263	1	91.263	161.236	.000 ^b
	Residual	117.732	208	.566		
	Total	208.995	209			
Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	.685	.116		5.900	.000
	Communication	.671	.053	.661	12.698	.000

Source: Researchers Computation (2025)

The result of linear regression analysis reveals a positive and significant influence of communication on performance of microfinance bank in Uyo, with R^2 -value of .437, F-value of 161.256 P- value of .000 and the corresponding t-value of 12.698 and Durbin Watson value of 1.585 respectively. This implies that communication can account for 43.7% change in performance of microfinance bank in Uyo. Also, the result reveals that leader's communication is effective in predicting performance of microfinance bank in Uyo. This result is supported by beta coefficient of .671 which means that 1 unit increase in communication would lead to 67.1% increase in performance of microfinance bank in Uyo. However, to evaluate the presence of autocorrelation, the Durbin Watson test was used to examine the residuals and the result indicates that Durbin Watson value of 1.585 which is greater than 1 but less than .3.00 which means that there is absent of autocorrelation, meaning that the error terms are not correlated as suggested by field (2013). Also, the result further indicates F-value of 161.256 and t-value of 12.698 with the table value of 3.84 at degree of 1 and 209 which means that the result

is statically significant at .000 ($P < 0.05$) level of significance. Therefore, since the P-value of .000 is less than alpha value of 0.05, it can be affirmed that communication has positive and significant influence on performance of microfinance bank in Uyo.

4.4 Discussion of Findings

The findings of hypothesis one indicated that there is significant and positive influence of organizational culture on the performance of microfinance banks in Uyo. This means that organizational culture is effective in explaining the interaction between employee participation in decision making and the performance of microfinance banks. The result further implies that the link between organizational culture and performance is statistically significant and it shows the extent to which employees visualize the organizational mission statement and encourage it efficiently by ensuring that the goal is actualized. This finding is supported by the opinion of Schein (2019) established an important affiliation between organizational culture and work outcome and addressing in their studies specifically the relationship

between career commitment and emotional commitment. Consequently, the author further posits that management can build employee commitment to organizations through fairness to employees and demonstrate high level of concern for employees'. Also, Organizational culture also influences employee engagement and motivation, which are critical for the performance of microfinance banks.

The finding is supported by Morales-Huamán (2023) whom stated that positive organizational culture promotes open communication, recognition, and professional development which leads to higher employee satisfaction and productivity. Engaged employees are more likely to deliver superior service, which directly impacts the performance of the bank. This engagement is particularly crucial in the microfinance sector, where employees often face unique challenges in serving low-income clients. Furthermore, the finding is in agreement, the work of Smith and Naylor (2019) who discovered that the alignment between organizational culture and strategic goals is essential for microfinance banks seeking to enhance their performance. A culture that supports innovation and adaptability can help MFIs navigate the complexities of the financial sector and respond effectively to changing market conditions. The ability to foster a culture of continuous improvement and flexibility allows microfinance banks to adapt their strategies and services to better meet the needs of their clients and maintain a competitive edge. The impact of organizational culture on performance is also reflected in the financial sustainability of microfinance banks. Agbana *et al.*, (2023) found that MFIs with a culture focused on financial prudence and operational

excellence tend to achieve better financial outcomes and long-term stability. The research highlights that cultural factors such as a commitment to transparency, accountability, and efficient resource management contribute to the financial health and performance of these institutions.

5. Conclusion and Recommendations

The study was conducted to evaluate the influence of employee participation in decision making and performance of microfinance bank in Uyo. The objectives were to examine the influence of communication and organizational on performance of microfinance in Uyo. Thus, it was concluded organizational culture and communication have significant positive influence on performance of microfinance bank in Uyo, and that effort should be tailored towards increasing performance of microfinance bank in Uyo.

In line with the findings of this study, the following recommendations were made:

- i. Management should develop a culture that is adaptable to change, with clear communication and support for employees during transitions. Facilitates smoother implementation of changes and helps the organization remain agile in a dynamic environment.
- ii. Management should create a comprehensive communication strategy aligned with the bank's goals and objectives. Ensures consistency in messaging and helps in achieving strategic goals effectively.

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