

**DECISION MAKING AUTHORITY AND ACCEPTANCE OF ORGANIZATIONAL GOALS IN
DEPOSIT MONEY BANKS IN RIVERS STATE**

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ABSTRACT

The study examined the relationship between decision making authority and acceptance of organizational goals in deposit money banks in Rivers State. The study adopted the Cross-sectional survey research design. The population of the study consisted of 635 workers from 5 selected deposit money banks in Port Harcourt. A sample size of 245 workers was drawn. Two Hundred and Forty-five (245) copies of the structured questionnaire were personally administered to the respondents out of which 195 representing 97.5% were found valid for analysis. All items on the questionnaire had a Cronbach Alpha threshold of 0.9 and above in the reliability test. Descriptive tools such as the mean and standard deviation were used in assessing the univariate distributions for the three variables. The inferential statistical tool, the Spearman's rank order correlation coefficient (Rho), was used in the test for the bivariate hypotheses of the study using SPSS version 22. The study revealed that there is a significant relationship between decision making authority and acceptance of organizational goal in deposit money banks in Port Harcourt. The study concluded that there is a positive and significant relationship between decision making authority and acceptance of organisational goal in deposit money banks in Port Harcourt. The study recommended that firms should empower their workers by providing them with greater authority in decision making through decentralizing decision making process and involving employees in key operational decisions.

Keywords: Decision Making Authority, Acceptance, Organisational Goal, Employee Affective Commitment

INTRODUCTION

Employee affective commitment is a crucial determinant of organizational success, particularly within the context of deposit money banks in Port Harcourt. Despite the recognized importance of employee affective commitment, there remains a lack of empirical research focusing on how specific dimensions of workplace autonomy, such as decision making authority and resource control interact with different measures of employee affective commitment, namely acceptance of organisational goals and pursuance of organisational goals. Existing literature highlights that factors such as organizational culture, work discipline, motivation, and leadership significantly influence employee commitment (Soeling et al., 2021; Badrianto & Permatasari, 2022). Furthermore, the commitment of employees directly impacts productivity, quality of work, and overall organisational success, which are vital in the banking industry (Gogo & Okemini, 2022). However, the distinction in relationship between workplace autonomy and its impact on employee affective commitment remains underexplored. Research has shown that workplace autonomy positively affects employee outcomes like acceptance of organisational goals and pursuance of organisational goals (Iqbal et al., 2023; Odiwo et al., 2022; Ahmed et al., 2023). Yet, there is a significant gap in understanding how specific elements of workplace autonomy, such as decision making authority and resource control, directly correlate with acceptance of organisational goals and pursuance of organisational goals. This understanding is essential for developing strategies that enhance employee retention, engagement, and overall organizational performance in the banking sector.

The absence of empirical studies focusing on these dimensions within the context of deposit money banks in Port Harcourt limits the ability of these organizations to foster a committed workforce effectively. This suggests that the relationship between workplace autonomy and employee affective commitment has not received adequate attention within the context of deposit money banks in Port Harcourt, Nigeria. There is need therefore, to embark on this study

Hypotheses

In order to be properly guided in the study, the following null hypotheses were tested at 0.05 level of significance:

1. There is no significant relationship between decision making authority and acceptance of organizational goals in deposit money banks in Rivers State.

Decision Making Authority

Empowering employees with decision making authority is closely linked to their sense of autonomy and job satisfaction. When employees have the authority to make decisions, they are more likely to feel valued and respected by the organization. This sense of empowerment enhances their intrinsic motivation, leading to greater engagement and productivity. Employees are more likely to take initiative, propose new ideas, and contribute to the organization's success when they have the authority to influence their work environment. Moreover, decision making authority is critical for fostering a culture of innovation. In a rapidly changing business landscape, organizations need to be agile and adaptable. Decentralized decision making allows organizations to respond swiftly to market changes and customer needs. Employees at various levels can experiment with new approaches and technologies, driving continuous improvement and innovation. This bottom-up approach to decision making harnesses the collective intelligence and creativity of the workforce, making the organization more resilient and competitive. However, effective delegation of decision making authority requires a supportive organizational framework. Clear communication of goals, expectations, and boundaries is essential. Employees need to understand the scope of their authority and the strategic objectives they are working towards. This clarity ensures that decentralized decisions are aligned with the overall vision and goals of the organization.

Training and development play a vital role in enabling employees to make informed decisions by equipping them with the essential skills, knowledge, and resources needed for their decision-making responsibilities (Kirke, 2022). Continuous learning opportunities, mentorship programs, and access to relevant information are key components that empower employees to make sound decisions that ultimately benefit the organization. Research highlights the importance of leadership involvement in prioritizing training, especially in soft skills, to enhance employee productivity and overall organizational performance (Kirke, 2022). Additionally, organizations must foster a culture of trust and collaboration. Trust is fundamental to effective decision making authority. Leaders must trust their employees' capabilities and judgment, and employees must feel confident that their decisions will be supported. This trust is built through open communication, transparency, and consistent support from leadership. Collaborative decision making processes, such as cross-functional teams and inclusive meetings, also enhance the quality and acceptance of decisions.

Balancing decision-making authority with accountability is crucial for fostering a sense of responsibility and encouraging careful consideration of decision impacts (Wang, 2015). Accountability systems such as personal, collective, and reverse accountability play a significant role in determining the efficiency of decision-making processes within organizations. While employees should indeed be held accountable for the outcomes of their decisions, it is essential to consider the nuances of authority, power, and responsibility in management styles to ensure maximum efficiency and effectiveness in decision-making processes (Bryk & Kocharovskiy, 2018). Additionally, challenging traditional thinking, research suggests that holding employees accountable for uncontrollable factors can actually improve decision-making by enhancing learning from those

factors, ultimately leading to better outcomes (Zureich, 2023). Performance metrics and feedback mechanisms help in evaluating the effectiveness of decisions and identifying areas for improvement.

Acceptance of Organizational Goal

Acceptance of organizational goals is an indicator of affective commitment because it focuses on the component of an organization's success and overall effectiveness. It reflects the extent to which employees understand, agree with, and are committed to achieving the goals set forth by the organization. This alignment is essential for ensuring that all members of the organization work cohesively towards common objectives, thereby enhancing efficiency, productivity, and morale.

The foundation of acceptance of organizational goals lies in effective communication. Organizations must clearly articulate their goals, ensuring that they are specific, measurable, achievable, relevant, and time-bound (SMART). Clear communication helps employees understand not only what the goals are but also why they are important and how they contribute to the organization's broader mission and vision. Regular updates and open discussions about goals help keep employees informed and engaged. When employees have a clear understanding of the goals and the rationale behind them, they are more likely to accept and commit to achieving them (Maroof et al., 2022).

Involvement in the goal-setting process is another crucial factor that influences acceptance of organizational goals. When employees are involved in setting goals, they are more likely to feel a sense of ownership and responsibility towards achieving them. This involvement can take various forms, such as collaborative goal-setting sessions, feedback mechanisms, and participative decision-making processes. By actively involving employees, organizations can ensure that the goals are realistic, relevant, and aligned with the capabilities and aspirations of the workforce. This participatory approach fosters a sense of inclusion and empowerment, which enhances commitment and motivation.

Leadership plays a pivotal role in fostering acceptance of organizational goals. Leaders must not only communicate the goals effectively but also demonstrate their commitment to these goals through their actions and decisions. When leaders consistently align their behavior with the organizational goals, they set a powerful example for employees to follow. This alignment between words and actions builds trust and credibility, which are essential for gaining employees' acceptance and commitment. Effective leadership involves not only setting clear expectations and objectives but also providing the necessary support, resources, and guidance to help employees achieve their goals, showcasing a genuine investment in their success (Covella et al., 2017).

The relevance and alignment of organizational goals with employees' personal and professional aspirations significantly impact their acceptance. Employees are more likely to embrace goals that they perceive as meaningful and beneficial to their own growth and development. Therefore, it is essential for organizations to align their goals with the interests and career aspirations of their employees. This alignment can be achieved through personalized development plans, career advancement opportunities, and recognition of individual contributions. When employees see a clear connection between organizational goals and their own goals, they are more motivated to contribute to the organization's success.

Decision Making Authority and Acceptance of Organisational Goal

In the dynamic and challenging environment of banking industry, Port Harcourt, the interplay between autonomy and employee affective commitment is a critical factor in driving organizational success. Autonomy, the degree to which employees have the freedom to make decisions about their work, is increasingly recognized as a vital component for enhancing job satisfaction, motivation, and overall commitment among employees in the banking industry.

Autonomy in construction firms can manifest in various forms, such as allowing workers to manage their schedules, make on-site decisions, and contribute to project planning and problem-solving. This level of empowerment is essential in an industry where projects are often complex, timelines are tight, and the working conditions can be unpredictable. By granting autonomy, construction

firms can foster a sense of ownership and responsibility among employees, which is crucial for navigating the daily challenges of banking.

Employee affective commitment refers to the psychological attachment and loyalty that workers feel towards their organization. It is a multifaceted concept encompassing affective commitment (emotional attachment), continuance commitment (awareness of the costs associated with leaving), and normative commitment (a feeling of obligation to remain). In the context of deposit money banks in Port Harcourt, enhancing employee affective commitment is particularly significant due to the high turnover rates and the competitive nature of the industry. The relationship between autonomy and employee affective commitment in deposit money banks is profound. When employees perceive a high level of autonomy, they are more likely to feel valued and trusted by their employers. This perception can lead to increased job satisfaction and a stronger emotional attachment to the organization. Moreover, autonomous employees tend to be more engaged and proactive, contributing to higher productivity and better project outcomes. In turn, these positive experiences reinforce their commitment to the firm, creating a virtuous cycle of motivation and loyalty.

In Port Harcourt, where the banking industry plays a vital role in economic development, leveraging the benefits of autonomy can be a strategic advantage for firms. By empowering employees and fostering a supportive work environment, banking industry can enhance job satisfaction, reduce turnover rates, and build a committed workforce dedicated to achieving organizational goals. This approach not only improves individual performance but also contributes to the overall success.

Job Characteristics Model (JCM)

The Job Characteristics Model (JCM), developed by Hackman and Oldham, provides a framework for enhancing job satisfaction and motivation by focusing on five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. These dimensions impact three critical psychological states: experienced meaningfulness of work, experienced responsibility for outcomes, and knowledge of results, ultimately leading to positive work outcomes such as high motivation, satisfaction, and commitment. Applying the JCM to deposit money banks in Port Harcourt can significantly influence workplace autonomy and employee affective commitment.

In banking, skill variety is crucial for maintaining employee engagement and ensuring that workers feel their abilities are valued. By offering diverse tasks that utilize various skills, banks can enhance employees' sense of competence and self-worth. For instance, employees involved in different stages of road construction, from planning to execution, can experience a richer, more fulfilling work life. This variety not only prevents monotony but also reinforces the autonomy of employees by recognizing their multifaceted talents.

Task identity, another core dimension of the JCM, is particularly relevant in banks where completing whole tasks or identifiable pieces of work is possible. When employees can see a project through from start to finish or at least contribute significantly to a definable portion, they develop a stronger sense of ownership and accomplishment. This sense of ownership is vital for workplace autonomy, as it acknowledges the employees' contributions to meaningful work. In the context of road construction, enabling workers to be part of the entire process—from laying the foundation to the final surfacing—can instill a sense of pride and fulfillment.

sustainability of banking activities in the region.

METHODOLOGY

Research Design

This study adopted a cross-sectional survey design.

Research Population

The population of the study refers to the entire individual persons, groups of persons, organisations, or things of interest that the researcher wished to investigate. It is the complete set of cases or group members from whom relevant data could be raised (Ahiauzu & Asawo, 2016). The target

population for the study consisted of all the staff of the twenty (20) selected deposit money banks. Though attention was limited to deposit money banks in Rivers State bearing in mind that they are same both in operations and products offered. An accessible population of 620 managers and employees from all selected 20 deposit money banks in Rivers State are identified for the study.

Sample Size and Sampling Technique

For this study, the sample was derived using the Taro Yamen formular:

Based on this, a sample size of 243 was adopted as statistically representative and substantial. However, given the heterogeneous nature of the study, based on the systems and administrative functions of the banks, simply for this study will be carried out using the stratified sampling format with proportions for each firm determined using the Bowley's formular as stated below.

Instrumentation and Measurement

The study adopted the data gotten from the primary and secondary source, the instrument for data collection for this study was the structured questionnaire.

Administration of the Instrument

A total of 243 copies of questionnaires was administered to respondents in the selected deposit money banks under review by the researcher. The researcher briefed the respondents on what they were expected to do before proceeding to administer the questionnaire to the deposit money banks adopted for this study. The questionnaire was administered using "drop and pick later" method. Three weeks was designated for this exercise.

Method of Data Analysis

In this study we employed both descriptive analytical and inferential tools to analyze the data generated from copies of the usable and useful questionnaire that was retrieved from respondents. We adopted the use of descriptive analytical tool such as frequency distribution tables for the analysis of respondent's demographics supported by charts due to the nominal scale type of the generated data set. At the secondary stage descriptive statistics was adopted while inferential statistical tool was adopted at the tertiary stage of analysis.

The questionnaire served as the only data source for study. The questionnaire was broken down into four major segments namely; demographic analysis, univariate analysis, bivariate analysis and the multivariate analysis.

Demographic Analysis: This described the bio data and sample characteristics of respondents. The study adopted the use of percentile charts, frequency tables and distributions.

Univariate Analysis: This focused on analysis of a single variable, aimed at understanding the nature and features of such variable through mean scores, standard deviation and frequency distributions with much emphasizes on the normalcy of the data distribution of such variable and also served as a basis in the choice of the statistical tool (non-parametric) used in the test of hypotheses. We adopted the use of measures of central tendencies (mean score) and dispersion (standard deviation) to provide response to options poised for each studied variable

The Bivariate Analysis: Here we tested the significant relationship between dimensions of our predictor variable and measures of our criterion variables; the hypothesized variable relationship through the application of the Spearman Rank Order Correlation Coefficient tool, using the statistical package for social sciences (SPSS version 23) to test if there exist a relationship between the dimensions of our predictor variable (Sexual harassment, Rudeness and Bullying) and the measures of our criterion variable (Valuelessness and Self-estrangement)

Results

Bivariate analysis

H0₁: There is no significant relationship between decision making authority and acceptance of organisational goals in deposit money banks in Port Harcourt.

Correlations				
			Decision Making Authority	Acceptance of Organisational Goals
Spearman's rho	Decision Making Authority	Correlation Coefficient	1.000	.741**
		Sig. (2-tailed)	.	.000
		N	195	195
	Acceptance of Organisational Goals	Correlation Coefficient	.741**	1.000
		Sig. (2-tailed)	.000	.
		N	195	195

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

H0₁: There is no significant relationship between decision making authority and acceptance of organisational goals in deposit money banks in Port Harcourt. The result reveals a significant relationship between decision making authority and acceptance of organisational goals ($\rho = .741$, $p = 0.000$). Based on the decision rule of rejecting the null hypothesis when $p < 0.05$ for null rejection, we reject the null hypothesis and accept the alternative hypothesis: that there is a significant relationship between decision making authority and acceptance of organisational goals in deposit money banks in Port Harcourt.

Discussion of Findings

Decision Making Authority and Acceptance of Organisational Goals

The result for H0₁ indicates a strong positive relationship between decision making authority and acceptance of organisational goals in deposit money banks in Port Harcourt, with a correlation coefficient (ρ) of 0.741 and a significance level (p) of 0.000. Based on the decision rule of rejecting the null hypothesis when $p < 0.05$, the null hypothesis is rejected, and we accept the alternative hypothesis that there is a significant relationship between decision making authority and acceptance of organisational goals. This finding suggests that when employees in the banks are granted greater decision-making authority, their acceptance of organisational goals increases significantly. This aligns with the findings of Onyinye (2023), who conducted a study on public secondary school teachers in Rivers State and found that workplace autonomy, particularly decision making authority and integrity, significantly influence employee affective commitment. Onyinye's study emphasizes that when employees perceive fairness and integrity in their workplace, their commitment to the organization are strengthened. Similarly, decision making authority can be seen as a form of ethical leadership, where employees are trusted to make decisions, further fostering their ethical behavior and commitment.

CONCLUSION

The study concludes that there is a positive and significant relationship between decision making authority and resource control play crucial roles in fostering different aspects of acceptance of organisational goals. The findings further suggest that these factors are instrumental in creating a workplace environment where employees feel valued, respected, and motivated, thereby increasing their overall commitment to the organization.

The implications of these findings are significant for both theory and practice. In practice, banks can enhance employee affective commitment by fostering a culture that prioritizes autonomy, decision making authority, and resource control. The findings also reinforce existing theoretical framework, such as the organizational justice theory, which emphasize the importance of fairness and trust in promoting employee engagement and commitment.

RECOMMENDATIONS

Based on the findings, the following recommendations are proposed to improve workplace autonomy and foster employee affective commitment in banks:

1. Banks should empower their employees by providing them with greater decision-making authority. This can be achieved by decentralizing decision-making processes and involving employees in key operational decisions.
2. Banks should foster an environment of trust through transparent communication, integrity in leadership, access to information and fair treatment of all employees. Regular feedback mechanisms and open-door policies can help establish this resource control.
3. Implement policies and practices that ensure fairness and equality in employee treatment, such as fair performance evaluations, transparent promotion criteria, and equal access to resources and opportunities.

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