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EMPLOYEE PARTICIPATION IN DECISION MAKING AND PROSOCIAL BEHAVIOUR OF UNIVERSITIES IN BAYELSA STATE

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ABSTRACT

The study examined employee participation in decision-making and pro-social behaviour among selected tertiary institutions in Bayelsa State. The study used a cross-sectional research design. The Taro Yamane formula was used to sample 358 respondent out of which 301 respondents were utilized from a population of Three thousand, four hundred and fifty-one (3,451) employees, which consisted of 151 academic staff and 150 non-academic staff from the selected tertiary institutions in Bayelsa State. A structured questionnaire was used to collect primary data from the respondents. Experts checked the instrument for face and content validity, and then they used Cronbach's alpha to find out how reliable it was; the result was a coefficient of 0.75, therefore it was reliable. To analyze the demographic characteristics of the respondents, frequency distribution and percentage were used. The Person's Product Moment Correlation was used to answer the research. Similarly, Pearson's significant relationship test was used to test the research hypotheses at the 0.005 level of statistical significance. The findings indicated a significant relationship between consultative and delegative participation, and volunteering; a significant relationship between consultative and delegative participation, and whistle-blowing; and a significant relationship between consultative and delegative participation. Among other things, the study recommends promoting consultative participation for enhanced volunteering.

Keywords: Decision, Decision Making, Employee, Employee Participation and Prosocial Behaviour

Background to the Study

The contemporary worldwide commercial landscape is becoming more turbulent, challenging, and highly competitive. Consequently, several businesses are becoming victims of the current world financial slump, which has an obvious negative impact on numerous organizations and their employees with regard to both the government as well as commercial industries, resulting in lowered productivity, performance, and job satisfaction. The executive level has traditionally made initiatives for the business with input from individuals within the base of the management chain, despite the fact that they are the ones required to see these decisions through to completion (McGregor referenced in Amarachi, 2021).

In addition, Higgins quoted in Amarachi (2021) argues that involvement, particularly when bolstered by the business culture, is a mental and emotional reproduction that results in the achievement of both individual and organizational goals. For example, Appelbaum (2021) contend that the ability to influence decisions fosters intrinsic rewards and builds trust between employees and managers. All management levels participate in joint decision-making. Amarachi (2021) noted that rather than focusing on finding answers, decision-making in Japanese businesses is more concerned with defining problems or questions. Thus, this process involves participation from all organizational levels. Regarding its equivalent in Nigeria, the idea of employee engagement is still in its infancy, as demonstrated by the ongoing labor disputes and worker unrest that have resulted in conflicts between the workers, management, and government that have had some severe repercussions. The frequent strikes in the public sector, particularly in the fields of

education and health, are an obvious indicator of all of this. Agan (2017) noted that strikes were to blame for more than 90% of patient deaths. The Nigerian people are ultimately suffering and dying, he said, attributing the ongoing strikes in the organizations to disputes and professional rivalries among the several unions.

According to studies, this threat is caused by careless personnel participating in decision-making (Ojokuku & Sajuyigbe, 2014). A great deal of instability, laxity, a high percentage of absenteeism and resignations, and a lack of motivation for behavior have come from the government's lack of employee engagement in decision-making. Employees have been required to problems such as discrimination, cronyism, arbitrary transfers, delayed salaries, and promotions, employees have been obliged to participate in strike activities regularly as a result of this action. To combat this mindset and maintain harmony in the employer-employee relationship, employees must participate in decision-making processes, as this is vital to any firm's existence. When employees are involved in decision-making, they can feel like part of the company and help achieve organizational goals. Ewurum, et al. (2019) assert that the majority of workers in both the public and private sectors only complete tasks that allow them to get paid, rather than going above and beyond (extra role behavior) to complete duties that are outside the scope of their jobs.

Managers therefore demand workers who have the willingness to go above and beyond what official job titles specify in terms of tasks and duties because every organization, especially in this contemporary period, is faced with the challenges of globalization engulfed in a highly complex, technology-driven, quick-evolving, competitive, and unstable economic environment. Most organizations do not operate in this manner. While numerous research papers have looked at the antecedents of employee participation and prosocial behavior in several firms, not much attention is given to the educational sector, especially the tertiary institutions, which are becoming aware of the outstanding contribution that schooling makes to Nigeria's economic and social growth. Considering the aforementioned, the purpose of this study is to investigate the link between employee involvement when making decisions and prosocial behavior, with specific attention to the universities in Bayelsa State.

Statement of the problem

Numerous businesses have continued to experience individuals' absence of dedication in performing extra roles beyond their job-defined tasks and even in assisting staff colleagues within and outside the work environment to attain organizational goals. This has posed a serious concern to management as this growing aberrant behaviour of employees has continued to negatively impact on organizational success. According to Nishal (2018), every organisation benefit from employees who are committed to organizational citizenship behaviour and losing such a dedicated staff can be costly. As a result, many organizations are currently scouting for ways to remain relevant and continue to survive the contemporary global business challenges by retaining the most critical human resource asset (the employees) by ensuring an excellent organizational climate that would motivate employee’s prosociality. Because staff involvement in decision-making is essential to a company's survival, careful consideration is required to tackle this mindset and maintain peace in the workplace. Employee participation in decision-making ensures that they feel like an integral member of the company and helps accomplish the company's objectives. Employee participation is seen as a critical component of the new leadership strategy's accomplishment and is a major factor in assessing the level of positive behavior among employees. It is a psychological and affective process that, when supported by the organization's culture, results in the achievement of individual and organizational goals. Involvement of employees in decision-making may boost morale and promote organizational expansion. The necessity of employee involvement in public service organizations has even been recommended to the government by the Nigeria Labour Union (Dede, 2019). Employees' adverse actions and

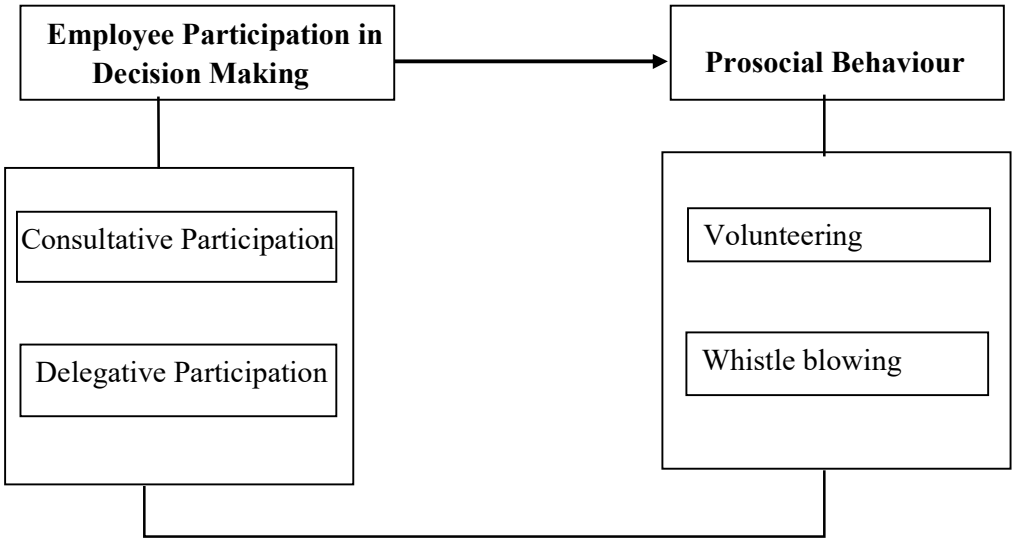
unconventional professional behaviors, such as a loss of interest in prosociality, are typically the result of their unhappiness with the leadership's unilateral choices.

Where literature exists, most research on prosocial behaviour are carried out in other regions in Nigeria and foreign countries while none has been carried out the tertiary educational institutions especially universities in Bayelsa State. There are potential intangible benefits of recognizing and promoting the prosocial behaviour of employees. Therefore, knowing the importance of employees prosocial behaviour in different situation and considering its relative absence in the average Nigerian employees, it is thus imperative to exploring the ways of cultivating employee's prosocial behaviour based on its significance in the construction of organizational citizenship culture, the cultivation of social civilization and the building of harmonious society for organizational overall well-being and national development.

Upon examining the existing research, it was noted that the majority of it focused on macrosystems, which encompassed either an entire country or an industry. Furthermore, the investigation's findings' limited relevance stems from their emphasis on the nation- as well as industry-specific nature; that is, what is available in one country or industry may not be appropriate or applicable in another (Grönlund, et al., 2010). Therefore, the goal of this study is to provide empirical support from a small-scale viewpoint (tertiary educational institutions). Moreover, an abundance of research on pro-social behaviors and additional variables is available. Nonetheless, there is a lack of study on the relationship between prosocial behavior and employee involvement when making education decisions.

The present investigation aims to investigate the relationship between employee engagement in decision-making and prosocial behavior of universities in Bayelsa State, taking into account the stated research gap from previous investigations.

Conceptual Framework



Conceptual Framework of Employee Participation in Decision Making and Prosocial Behaviour
Source: Adapted from (Maslina & Teshager, 2015)

Aim and Objectives of the Study

The prime focus of this study is to look into the relationship between employee participation in decision-making and the prosocial behaviour of tertiary educational institutions in Bayelsa State. The specific objectives of this research thesis are to:

1. Determine the relationship between consultative participation and volunteering.

2. Examine the relationship between consultative participation and whistle-blowing.
3. Determine the relationship between delegative participation and volunteering.
4. Investigate the relationship between delegative participation and whistle-blowing.

Research Questions

The following research questions were formulated and addressed to achieve the study objectives.

1. What is the significant relationship between consultative participation and volunteering?
2. Is there any relationship between consultative participation and whistle-blowing?
3. What is the correlation between delegative participation and volunteering?
4. Is there any significant relationship between delegative participation and whistle-blowing?

Research Hypotheses

The research was predicated on pursuing null hypotheses.

1. There is no significant relationship between consultative participation and volunteering.
2. There is no significant relationship between consultative participation and whistle-blowing.
3. There is no significant relationship between delegative participation and volunteering.
4. There is no significant relationship between delegative participation and whistle-blowing.

Literature review

Employee Participation in Decision Making

According to Markos and Sridevi (2010), employee participation is considered by most to be a procedure wherein workers who would otherwise be systematically uneven exchange power. Research has indicated a beneficial relationship between employee participation and efficiency, contentment, and overall effectiveness. Likert (1961) asserts that when workers participate in decision-making, they become more self-actualized and, as a result, are more motivated, productive, and prosocial. According to Sashkein (1984), all three of the fundamental human demands for a work environment—autonomy, achievement, and interpersonal contact can be met through the use of a collaborative leadership plan. Establishing an emotional sense of ownership among employees has been defined as the process of increasing organizational productivity through employee involvement.

Bhatti and Qureshi (2015) assert that Coch and French (1949) were credited as being the first to investigate employee involvement in the workplace. They created the productivity and efficiency justification on the presumption that employee participation in decision-making directly affects work outcomes, such as increased job satisfaction and corporate citizenship behavior. The United Automobile Association and Ford signed an agreement that first mentioned employee interest and participation. The two phrases are frequently used interchangeably and are linked to worker involvement in company decision-making. Through participation, management and employee representatives collaborate to establish company rules.

Consultative Participation

According to Maslina et al. (2015), consultative participation is a type of decision-making where managers discuss issues with staff members and solicit their thoughts, feelings, and recommendations while reserving the right to make the ultimate call. Consultative participation as described by Batman and Crant (2011), is an engagement style of interaction deployed by management of organizations for balancing power between managers and subordinates in discussing and making decisions about organizational issues. The researcher states that in consultative participation, workers participate in formal, direct, and long-term processes, with an emphasis on work-related concerns being the main topic of discussion during participatory decision-making.

While leadership welcomes workers to express their thoughts, they still have the authority to take action when they participate in advisory engagement. This does not mean that the employer pays attention to all the opinions of the employees. Worker groupings, like quality committees, can be used for consultation. Through consultative participation, management provides opportunities and opens the window to take the advice of the employees and knows their feelings and interests before making decisions. According to Ansari et al (2013), through consultative participation, organization provides an opportunity for discussion and exchange of ideas between management and employees. A higher level of worker input will be anticipated in businesses with larger boards.

Delegative Participation

According to Edwards et al. (2013), delegation entails granting subordinates the authority to carry out organizational decisions. The transfer of decision-making authority from managers to staff members, enabling them to act independently of their superiors, is known as participation. While delegation suggests allocating responsibilities, participation advocates for collaborative decision-making. The inference is that, in contrast to delegation, participation provides workers with a setting in which the company's management pays attention to their opinions. To make a decision, management and staff collaborate as a group. However, delegation only designates tasks for completion. In a participatory work environment, employee participation in the delegation process is essential. This means that they assign duties to each other and make recommendations within their teams on what each person should do. This suggests that there are two types of delegation: one involves the management distributing tasks alone, while the other takes place in a framework of participation in which employees distribute tasks to one another. In this study, the term "delegation" is used in the latter sense.

Employees are granted authority through delegation, either individually or within their teams. Thanks to this authority, they can now make organizational decisions that would have otherwise been under management's purview. However, organizational leadership's effective delegation abilities are a prerequisite for authority delegation. Participation through delegation, then, indicates that staff members, team leaders, and management as a whole have the abilities needed to guarantee its efficient use. The parties concerned and those to whom authority is to be delegated must be clear about what authority is to be assigned as well as the expected outcomes of their use of it, according to Robbins and Miller (2006). The aforementioned suggests that information sharing between management, individual employees, and their teams is necessary for delegation to occur.

Prosocial Behaviour

While a great deal is being done to demystify the idea of prosocial behavior, there are still many defining problems surrounding it. Extra-role behaviors or optimistic citizenship-related behaviors are used interchangeably with prosocial behavior (Brief & Motowidlo, 1986; Organ, 2019; Zellars et al., 2021). Although there is a striking overlap with other comparable ideas, pro-social behavior may not have a clear description in the literature, as Baruch et al. (2014) correctly pointed out. For example, in the research they conducted, Brief and Motowidlo (1986) identified 13 distinct employee behaviors that are deemed pro-social based on their assessment that the behaviors may be ineffective, personally working, or professionally functioning. Brief and Motowildo (1986) provided a stunning, practically intelligible description of pro-social behavior, despite the presence of definitional problems. With all its seriousness, accountability plays a significant role in all facets of morality. Pro-social attitudes, one of many positive mental attributes, are also critical for maintaining a healthy personality and fostering personal socializing. The development of morality and social responsibility in young pupils is closely linked to the growth, advancement, peace, and stability of society as a whole, as well as pro-social behavior. The current focus of educational reform in many parts of the world is on enhancing the development of pro-social conduct in both

staff and students of higher institutions. Martela and Ryan (2016) emphasized that the modern higher education issue is to develop staff and students' moral conscience, morality, civic duties, and social responsibility. There is much more to the study of pro-social conduct among staff members in postsecondary educational institutions than just broadening the breadth and depth of theoretical research on the topic. Particularly at educational institutions, the results of this kind of research might support the success and socialization of staff members as well as pupils. Furthermore, it can offer the conceptual and operational foundation for moral education in universities and colleges, advancing concepts and approaches for the moral education required by the demands of modern societal development.

In addition to fostering morality and social responsibility, fostering pro-social behavior in young kids also contributes to the growth, development, harmony, and stability of a society. In many regions of the world, increasing the development of pro-social conduct among postsecondary students and staff has recently become the main goal of educational reform. The problem facing higher education today, according to Martela and Ryan (2016), is to help faculty and students develop a moral conscience, morality, civic duty, and social responsibility. Beyond merely broadening the breadth and depth of theoretical research on the topic, the study of pro-social conduct among employees in postsecondary institutions accomplishes much more. The results of this type of study, particularly in academic settings, can help staff members and students succeed in socializing and learning. It can also offer the theoretical and practical foundation for moral education in colleges and universities, advancing concepts and approaches for the moral education required in current societal development.

Volunteering

Altruistic motivations are mentioned in several definitions of volunteering, such as the notion that it is "given freely" (Wilson, 2000), non-obligator or carried out with the objective of "benefiting" others (Palmer, 2015). The question of whether volunteering benefits the volunteer is also a contentious one. According to a "net-cost" definition, volunteers give up more than they get from the experience (Musick & Wilson, 2008). According to Organ (1997) and Obrenovic (2021), volunteerism is the act of being useful. It involves encouraging peers in the workplace while they go about their duties; some examples include welcoming new hires, helping overworked colleagues, covering for absentees, and motivating staff to reach goals. Volunteering is defined as a worker's voluntary behavior in which they assist a colleague who is facing a particular challenge in completing an assignment under particular circumstances (Zheng et al., 2010). It also requires communicating with people while carrying out job duties, and this behavior needs to benefit the workplace (Redman & Snap, 2022). When volunteering first emerged, it was associated with the collectivistic philosophy of spending life in service of others, which is the antithesis of egoism (Pfattheicher et al., 2022).

Whistle blowing

In the past several decades ago, it was a noticeable rise within the quantity of whistleblower actions, both in the US and abroad. By raising the alarm, the public and other law enforcement officials were made aware that a crime was being committed. Over time, several authors who have conducted studies within this field have established an accepted standard of whistleblowing. In recent years, there has been a noticeable surge in whistleblower actions, both in the US and internationally. Aside from the WorldCom and Enron whistleblowers, Sherron Watkins and Cynthia Cooper, there has been a rise in the number of current possible wrongdoings disclosed to oversight organizations and law enforcement agencies worldwide (Bowen, et al., 2010). The public and other law enforcement officials were informed that a crime was being committed when a whistle was blown. Over time, a common definition of whistleblowing has been accepted by numerous authors conducting studies in this area.

Theoretical Framework

Theory is a valid explanation that put forward to provide comprehension of some observed uniformity and consistency in the world-social and natural. The frameworks of the system four management theory, as proposed by Rensis Likert, and the goal setting theory (GST), as proposed by Edwin Lock, are implemented in the examination and analysis of the literature that pertains to the relationship between worker involvement and how decisions are made. These theories are considered suitable as they emphasize behavioral modifications and personal change in the attitude of employees being offered the chance to influence the decision-making process within the organization.

System Four Theory of Participative Management

Rensis Likert was a behaviourist who development the system theory of participative management in 1961. The system theory was developed as a model of management effectiveness which consists of four possible leadership systems namely; system one, two, three, and four. Likert (1961) explained the systems theory thus: System one management is called exploitative-authoritative because managers exhibit a strong inclination towards authoritarian leadership styles, where they make decisions at the highest level of the firm and primarily communicate downwards. They demonstrate limited faith and trust in their staff. System two management can be characterized as benevolent authoritarian, where managers possess a patronizing sense of confidence and faith in their subordinates. They are open to receiving ideas and opinions from their subordinates, allowing some delegation of decision-making authority at lower levels while maintaining close control over policies. The management style of System Three is characterized as participative and consultative. Managers have a significant level of confidence and trust in their employees, although it is not complete. They actively solicit and consider ideas and opinions from their subordinates. Policy decisions are made at the top level, while specific decisions are delegated to lower levels. Additionally, managers provide consultation in a variety of ways. According to Sapru (2013), Likert magnifies the importance of system four management model and maintains that successful managers must as a matter of fact view organization as an "interaction-influence system" in order to increase skills, resources and morale of employees at different levels of the organization and such the system four theory when properly deployed, would facilitate the integration of organizational (in terms of skills, resources and motivation of individual) and managerial processes (such as coordination, control, decision-making, and direction, etc.).

Empirical Review

Nsirim (2024) conducted an empirical investigation into prosocial behavior among employees and delegations in the hospitality industry in Port Harcourt. This study mainly looked at the connection between prosocial behavior on the part of employees and delegation in the Port Harcourt hospitality industry. The study employed a cross-sectional research survey design. A systematic questionnaire was used to collect primary data. The 1674 employees of 11 hotels in Port Harcourt that were chosen for the study comprised the population. Krejcie and Morgan's (1980) sample size determination table was also utilized to establish the sample size. The reliability of the instrument was assessed using the Cronbach Alpha coefficient, and every item had a score greater than 0.70. The theories were investigated using Spearman's rank-order correlation coefficient. 0.05 was used as the significance threshold for the tests. The findings demonstrated a strong correlation between employee prosocial behavior and delegation in the Port Harcourt hotel sector. Consequently, the study comes to the conclusion that delegation has a favorable impact on employee prosocial behavior in the Port Harcourt hotel sector. It is suggested that when companies in the hospitality industry actively engage in cooperative consultation techniques, like

open communication, teamwork, and employee involvement in decision-making, prosocial behaviors among employees improve dramatically.

As a result, the study suggests that delegation platforms be strengthened, which entails setting up formal venues where managers and staff may have fruitful conversations. Regular town hall meetings, feedback sessions, and group workshops are a few examples of this. These platforms have the potential to be the cornerstone for developing constructive relationships among stakeholders by encouraging an atmosphere of open communication.

Pro-social behaviors' effects on job satisfaction and the long-term viability of university administration were investigated in the Monyei et al. (2022) study. The survey approach, which focuses on a particular phenomenon, was used in the study. To gather scientific and interpretational information, a set of well-structured questionnaires was used. These questions were created using a five-point Likert scale and were prepared for ease of understanding. The research population was composed of 1026 people. Findings showed that while collaboration improves the university administration's competitive advantage, donating benefits the management's lifespan growth. The study concluded that pro-social actions have an impact on the university administration's effectiveness and long-term viability.

Research Design

According to Bryman and Bell (2015), a research designs are expected to enable the framework through which the research effectively engages its subject or context of interest, such that it produces results that substantially align with the objectives of the study. Thus, a cross-sectional study methodology was deemed useful and suitable for this research because it offers a much more detailed and structured approach to measuring and assessing the relationship between the variables. This aligns with the positivist ideologies adopted in this research and thus validates the choice of the cross-sectional design (Bryman & Bell, 2015).

Population of the Study

Bryman and Bell (2015) opined that the research population provides the context for the research and is the basis upon which facts are advanced. While the concerns of this study borders on the employee participation, its accessible population is however delimited to only middle and low level employees of universities in Bayelsa State that have existed for more than five (5) years. Hence, the study population is three thousand, four hundred and fifty one (3,451) employees. This figure was sourced from the human resource departments of the selected institutions.

Sample Size and Sampling Techniques

According to Williams et al. (2017), to make research more manageable, it is necessary to select some elements from the target population. Using the Taro Yamane (1973) formula for sample determination, a sample size of three hundred and fifty-eight (358) employees, comprising of teaching and non-teaching staff members of studied universities in Bayelsa State, was used for data collection. The Taro Yamane sample determination is presented in the appendix. However, this method was used because it is more accurate in estimating a sample size. The mathematical calculation is presented below.

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

Where:

n = sample size

N = population size

e^2 = error precision level (squared)

95% = confidence interval and P = 5% are accepted for the equation.

$$n = \frac{3,451}{1 + 3,451(0.05)2}$$

n = 358

Hence the sample size for this research is 358 employees out of total pollution size of the universities in Bayelsa State. Furthermore, due to the varied sizes and by that heterogeneous distribution across the selected schools, the population was further stratified, allowing for a proportionate approach toward the allotment of unit samples for the population units in the study. All employees would be randomly selected using stratified sampling to divide the population into non-overlapping sub-populations.

For apportioning sample size to the institutions, we shall use Bowley's formula of 1964 Thus, nh = $\frac{nNh}{N}$

Where:

nh = number of units allocated to each institution
n = Unit sample size for each institution,
Nh = Sample size for the study,
N = Population size

Table 3.1 Population Distribution

Institutions	Total No of Sample	Number of units allocated to each school
Niger Delta University (NDU)	2,193	228
Federal University Otuoke (FUO)	923	96
University of Africa Toru-Orua (UAT)	330	34
Total	**3,451**	**358**

Source: *Establishment units (2023)*

Sampling Technique

The researcher adopted simple random techniques. It is the method that gives each member of the universe or element a similar chance of picking among the general population, and all choices are independent of one another (Kothari et al., 2019). This method was used to avoid bias in picking the sample participants.

Method of Data Collection

The main data was collected using a consistent questionnaire instrument, which served as the basis for this study. It is important to keep in mind that the research questionnaire is segmented. The respondent's demographic information (such as their gender, qualification or educational level, years of service or work experience, and grade level or cadre was collected in section A. Section B contained items on employee participation and decision making process. Regarding answer assessment, the primary portion of the questionnaire failed to have a score because whatever data it included would be the demographic details of the participants, whereas the second one did address an opinion statement relating to the dimensions of the independent variables (consultative participation, and delegative participation) and the measures of the dependent variables (volunteering, and whistle-blowing). The second part is formulated as follows on a five-point Likert scale: Strongly agree (5), agree (4), moderately agree (3), disagree (2), strongly disagree (1).

Measurement of Variables

The questionnaire was developed and measured referring to previous studies. Consultative Participation was measured using five items modified from the nine items construct from Maslina

(2018), Delegative Participation was also measured using five items construct from the Maslina (2018). The questionnaire content was modified to have suitability to the local environment and to address the specific objective, research questions and hypothesis of the study.

Validity of the Instrument

To what extent an instrument measures what it claims to measure is an indication of its validity and proof that a measuring device is accurate for its intended purpose. Typically, unique characteristics of validity are looked out for each study. Face validity, content validity, concept validity, and predictive validity are all types of validity (Shende & Upagade, 2013). The content validity of this tool was evaluated. Prior to the instrument's ultimate version, a group of testing and measurement experts critically evaluated the instrument and made the necessary adjustments to ensure that its content validity was met. This process established the instrument's content validity.

Reliability of the Instrument

When an assessment tool produces consistent results because it reliably assesses its intended constructs, it is considered to be dependable (Sekaran & Bougie, 2016). When assessing reliability, researchers look for answers to three questions; (1) can the same result be obtained using the same measures on different occasions, (2) can other observers replicate the results, and (3) can the process by which meaning was derived from the raw data be explained to the audience (Barringer & Bluedorn, 2012).

Table 3.2 Reliability Volume

The table 3.2 below shows the reliability volume for the dimensions and measures of the constructs.

S/NO	Dimensions / Measures	No of Items	Cronbach Alpha
1	Constructive Participation	5	0.75
2	Delegative Participation	5	0.79
3	Volunteering	5	0.75
4	Whistle-blowing	5	0.74

Source: Pilot Survey, 2024

Method of Data Analysis

After elementary data is obtained through the questionnaire, descriptive and inferential statistics were adopted for the analysis. Using the descriptive statistics, a study may provide a numerical description of each variable and make comparisons between them (Barringer & Bluedorn, 2012). Mean, frequency distributions, and percentages were used to describe the data in this study. The demographic data and data generated through the respondents response to the questions relating to the study variable was analyzed descriptively. This involved the analysis on the demographic and Univariate data for the study. Several statistical significance tests were used in inferential analysis to assess the veracity of the data and the reliability of the inferences drawn from it. The Pearson Product Moment Correlation Coefficient (PPMCC) formula was used to examine the bivariate hypotheses.

RESULTS AND DISCUSSIONS

The analysis, interpretation, and discussion of the results are covered in this section of the study. The research used sample sizes totaling thirty-one (301). Frequency distribution and percentage analysis were used to examine the population demographics. PPMC was used to address the study questions and provide insight into the direction of the relationships between the variables.

Similarly, the hypotheses were analyzed at the 0.05 level of statistical significance using Pearson's test for a substantial connection.

Descriptive Analyses

Table 4.6: Descriptive Statistics showing the responses of consultative participation

	N	Min	Max	Sum	Mean	Std. Dev
Management frequently consults employees for decision making.	301	1.00	5.00	1298.00	4.3123	.68470
Consultation of employees gives him/her a sense of citizenship belonging.	301	1.00	5.00	1289.00	4.2824	.60276
Management display positive attitude in consulting with employees.	301	1.00	5.00	1297.00	4.3090	.84116
Management seeks employees' opinion about organizational policies and rules	301	1.00	5.00	1298.00	4.3123	.73177
Management always consults employees on issues to affects employees and their work.	301	2.00	5.00	1339.00	4.4485	.59006
Valid N (listwise)	301					

Source: *Survey Data, 2024*

Table 4.6 is the descriptive statistics showing the influence of employee consultative participation in decision-making among universities in Bayelsa State. All the question items highlighted have a mean value above the benchmark of 3 point of the Likert scale. This simply means that, employee consultative participation in decision-making has a significant influence on pro-social behaviour among universities in Bayelsa State.

Table 4.7: Descriptive Statistics Showing the influence of delegative participation

	N	Min	Max	Sum	Mean	Std. Dev.
Management allows employees to decide on their work related problems.	301	1.00	5.00	1308.00	4.3455	.72126
Employees are permitted to seek needed resources from management and then make my own decision.	301	2.00	5.00	1337.00	4.4419	.56637
Management authorize employee to make own decision in pursuant of management objective.	301	1.00	5.00	1227.00	4.0764	.91514
Employees are given sufficient authority to discharge job related responsibilities	301	1.00	5.00	1314.00	4.3654	.69714
My boss lets me make decisions without consulting him/her.	301	1.00	5.00	1232.00	4.0930	.85517
Valid N (listwise)	301					

Source: *Survey Data, 2024*

Table 4.7 is the descriptive statistics showing the influence of employee delegative participation in decision-making among the universities in Bayelsa State. All the question items highlighted have a mean value above the benchmark of 3 point of the Likert scale. This simply means that, employee delegative participation in decision-making has a significant influence on pro-social behaviour among universities in Bayelsa State.

Table 4.8: Descriptive Statistics Showing the influence of volunteering**.**

	N	Min	Max	Sum	Mean	Std. Dev.
Volunteering allows me to gain a new perspective on things	301	1.00	5.00	1273.00	4.2292	.86638
Volunteering makes me feel better about myself and other colleagues at workplace.	301	1.00	5.00	1259.00	4.1827	.97459
Volunteering increases my self esteem.	301	1.00	5.00	1229.00	4.0831	.86972
My inclusiveness in decision making increases my motivation to volunteer.	301	1.00	5.00	1234.00	4.0997	.89631
I plan to continue volunteering within and outside my organization	301	1.00	5.00	1226.00	4.0731	.89516
Valid N (listwise)	301					

Source: *Survey Data, 2024*

Table 4.8 is the descriptive statistics showing the influence by employee participation in decision-making on volunteering behaviour among universities in Bayelsa State. All the question items highlighted have a mean value above the benchmark of 3 point of the Likert scale.This essentially indicates that staff involvement in making decisions at Bayelsa State colleges has a major impact on pro-social volunteer behavior.

Table 4.9: Descriptive Statistics Showing the influence of whistle-blowing.

	N	Min	Max	Sum	Mean	Std. Dev.
Employee will report regardless of the type or seriousness of the wrongdoing	301	1.00	5.00	1258.00	4.1794	.87619
Employee will only report if there is a financial reward	301	1.00	5.00	1295.00	4.3023	.72913
Employee will go to any extent to bring justice to the employer	301	1.00	5.00	1249.00	4.1495	.87611
My organization has established a proper internal complaint reporting procedures.	301	1.00	5.00	1244.00	4.1329	.93217
I have got a strong supportive ethical culture in my firm.	301	1.00	5.00	1249.00	4.1495	.93501
Valid N (listwise)	301					

Source: *Survey Data, 2024*

Table 4.9 is the descriptive statistics showing the influence by employee participation in decision-making on whistle-blowing behaviour among universities in Bayelsa State. All the question items highlighted have a mean value above the benchmark of 3 point of the Likert scale. This essentially indicates that staff involvement in taking decisions at Bayelsa State colleges has a major impact on pro-social whistleblower behavior.

Inferential Analyses and Test of Hypotheses

This section of the study deals with the analysis of the hypotheses. All the hypotheses were tested at the 0.05 level of statistical significance by using Pearson's test of significant relationship.

Hypothesis One: There is no significant relationship between consultative participation and Volunteering.

Table 4.10: Correlation between consultative participation and Volunteering.

		Consultative Participation	Volunteering
Consultative Participation	Pearson Correlation	1	.918**
	Sig. (2-tailed)		.000
	N	301	301
Volunteering	Pearson Correlation	.918**	1
	Sig. (2-tailed)	.000	
	N	301	301

**. Correlation is significant at the 0.01 level (2-tailed).
Source: *Survey Data, 2024*

The results showed that all the Pearson (r) is closer to one (1) and are positive; *(volunteering = .918 and Consultative participation = 1.000)*; an indication that consultative participation positively and substantially correlate with volunteering among universities in Bayelsa State. The stated null hypothesis is thus, rejected on this basis and the alternate accepted. Meaning that, employee consultative participation in decision making has a positive and significant influence on pro-social volunteering behaviour among universities in the State.

Hypothesis Two: There is no significant relationship between consultative participation and Whistle-blowing.

Table 4.11: Correlation between consultative participation and Whistle-blowing.

		Consultative Participation	Whistle blowing
Consultative Participation	Pearson Correlation	1	.939**
	Sig. (2-tailed)		.000
	N	301	301
Whistle blowing	Pearson Correlation	.939**	1
	Sig. (2-tailed)	.000	
	N	301	301

**. Correlation is significant at the 0.01 level (2-tailed).
Source: *Survey Data, 2024*

The results showed that all the Pearson (r) is closer to one (1) and are positive; *(Whistle-blowing = .939 and Consultative participation = 1.000)*; an indication that consultative participation positively and substantially correlate with Whistle-blowing among universities in Bayelsa State. The stated null hypothesis is thus, rejected on this basis and the alternate accepted. Meaning that, employee consultative participation in decision making has a positive and significant influence on pro-social Whistle-blowing behaviour among universities in the State.

Hypothesis three: There is no significant relationship between delegative participation and Volunteering.

Table 4.12: Correlation between delegative participation and volunteering.

		Delegation Participation	Volunteering
Delegation Participation	Pearson Correlation	1	.974**
	Sig. (2-tailed)		.000
	N	301	301
Volunteering	Pearson Correlation	.974**	1
	Sig. (2-tailed)	.000	
	N	301	301

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

Source: *Survey Data, 2024*

The results showed that all the Pearson (r) is closer to one (1) and are positive; *(volunteering = .974 and delegative participation = 1.000)*; an indication that delegative participation positively and substantially correlate with volunteering among universities in Bayelsa State. The stated null hypothesis is thus, rejected on this basis and the alternate accepted. Meaning that, employee delegative participation in decision making has a positive and significant influence on pro-social volunteering behaviour among universities in the State.

Hypothesis Four: There is no significant relationship between delegative participation and Whistle-blowing.

Table 4.13: Correlation between delegative participation and Whistle-blowing.

		Delegation Participation	Whistle blowing
Delegation Participation	Pearson Correlation	1	.972**
	Sig. (2-tailed)		.000
	N	301	301
Whistle blowing	Pearson Correlation	.972**	1
	Sig. (2-tailed)	.000	
	N	301	301

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

Source: *Survey Data, 2024*

The results showed that all the Pearson (r) is closer to one (1) and are positive; *(Whistle-blowing = .972 and delegative participation = 1.000)*; an indication that delegative participation positively and substantially correlate with whistle-blowing among universities in Bayelsa State. The stated null hypothesis is thus, rejected on this basis and the alternate accepted. Meaning that, employee delegative participation in decision making has a positive and significant influence on pro-social whistle-blowing behaviour among universities in the State.

Findings

The study looked at pro-social behavior and employee involvement in decision making at a few chosen higher institutions in Bayelsa State. The following conclusions were obtained in light of the goals and objectives of the study, following a thorough analysis and testing of hypotheses. In particular, the study discovers a strong correlation between volunteering and consultative engagement at Bayelsa State universities. Moreover, there is a strong correlation between participating in consultations and coming forward with confidential information. Furthermore, there is a strong correlation between volunteering and delegational participation. Furthermore, the research indicates a noteworthy correlation between whistleblowing and delegation engagement.

CONCLUSION

The goal of this study was to determine whether pro-social behavior in a subset of Bayelsa State's higher education institutions is correlated with employee engagement in decision-making. The dependent variable was volunteering and whistleblowing, which served as a proxy for pro-social behavior. The aspects of the independent variable, employee participation, were consultative and delegative. The aforementioned analytical findings have demonstrated a strong correlation between pro-social behavior and employee involvement in decision-making. This leads to the conclusion that employee participation such as delegation and consultation—has a major impact on pro-social behaviors like volunteering and whistleblowing among the chosen tertiary institutions. The results also support a small number of earlier research projects conducted in various fields and settings.

RECOMMENDATIONS

Based on the comprehensive findings, the following recommendations are made:

1. Encouraging consultative engagement to improve volunteering: There is a strong positive association between consultative engagement and volunteering. Managers can foster a positive workplace culture by having a pleasant attitude, asking staff members for feedback on rules and policies, and consulting with them before making decisions. This strategy may encourage employees to take up voluntary activities outside of their regular job responsibilities, which could lead to a more devoted and selfless workforce.
2. Encouraging Consultative Participation for Ethical Whistleblowing: suggests that companies would gain from adopting an inclusive and consultative management approach. This means having a positive outlook, asking staff members for their opinions on organizational matters on a frequent basis, and consulting them on decision-making procedures. By putting such procedures into place, employers may create a climate that values open communication, encourages employees to report instances of organizational wrongdoing, and fosters honesty and moral behavior.
3. Empowering Workers through Delegative Participation for Increased Volunteering: This suggests that companies should provide workers the power to ask management for resources, handle work-related conflicts, and perform other tasks. Fostering a work environment that values and supports staff members through active participation and delegation can positively affect staff morale and a sense of commitment to the team, leading to voluntary extracurricular activities.
4. Strengthening Ethical Practices through Whistle-blowing and Delegative Participation: emphasizes the need for creating and sustaining effective internal complaint reporting procedures and cultivating an environment that values empowerment and transparency. Employers can encourage a watchful and responsible workforce by giving employees the authority to make decisions about work-related matters and reporting instances of misconduct within the company when it is acceptable to do so.

Contributions to the Study

Notwithstanding the aforementioned drawbacks, the study makes a substantial contribution to our knowledge of how employees behave in work environments.

Practical Implications: The recommendations offer practical insights for organisations seeking to enhance employee engagement, ethical conduct, and collaborative efforts. The study provides actionable strategies for managers to promote positive workplace dynamics.

Empirical Evidence: By establishing significant correlations between different forms of participation and pro-social behaviours, the study contributes empirical evidence to the existing literature, reinforcing the importance of inclusive management styles.

Framework for Future Research: The study lays the groundwork for future research by identifying specific relationships between participation and prosocial behaviour. Scholars can build upon these findings to delve deeper into the underlying mechanisms and explore additional variables.

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