

**PARTICIPATIVE MANAGEMENT STRATEGIES AND EFFECTIVE ADMINISTRATION OF
TELECOMMUNICATION COMPANIES IN RIVERS STATE**

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ABSTRACT

This study examined the relationship between Participative Management Strategies and Effective Administration of Telecommunication Companies in Rivers State, with organizational climate as a moderating variable. The objective of the study was to examine the relationship between dimensions of participative management strategies and effective administration of telecommunication companies in State in terms of target accomplishment, smooth workflow, and information dissemination. The explanatory cross-sectional survey research design was adopted for the study. The population of the study consisted of sixteen (16) telecommunication companies in Rivers State. The instrument was validated by two experts in Office and Information Management and tested for reliability using Cronbach alpha Mean and standard deviation were used for the univariate analysis, While Pearson Product Moment Correlation Coefficient with the aid of SPSS Version 26.0 was used for the bivariate analysis, and Partial Correlation was used for the multivariate analysis. Upon administration and analysis of data, the findings revealed that a significant positive relationship exists between dimensions of participative management strategies and effective administration of telecommunication companies in Rivers State. The study therefore, concluded that a participative managerial practice, encompassing the synergy of team cohesion, collaboration, and decision-making involvement, serves as the cornerstone for effective administration

Keywords: Participative Management; Effective Administration

INTRODUCTION

Participative management is an organizational approach that involves employees in decision-making processes, fostering a sense of ownership and collaboration. This strategy enhances employee engagement, improves morale, and drives organizational performance. In the context of telecommunication companies in Rivers State, participative management strategies are instrumental in addressing workforce challenges and improving service delivery (Okeke, 2018). Participative management strategies encompass various practices such as team cohesion, collaboration, and decision-making involvement. Team cohesion, which refers to the unity and collective effort of employees, plays a significant role in achieving organizational goals. Collaborative practices, including mutual and collaborative learning, enhance the sharing of knowledge and skills among employees, thereby improving work quality and innovation (Adamu, 2020). Decision-making involvement empowers employees, allowing them to contribute to key organizational decisions, fostering trust and co-ownership of outcomes (Chukwuma, 2019).

As opined by Chux-Nyeche, (2020), effective administration of telecommunication companies involves employing systematic approaches to achieve organizational goals. It emphasizes streamlining workflows, efficient resource utilization, and meeting strategic objectives. In Rivers State, effective administration is critical due to the dynamic nature of the telecommunication industry and its pivotal role in facilitating economic and social development (Ajayi, 2020). Ensuring smooth operations, fostering innovation, and maintaining service quality are key indicators of administrative success. This study measures effective administration in terms of target accomplishment, smooth workflow and information dissemination.

Target accomplishment is a primary measure of effective administration which involves achieving both short-term and long-term organizational goals through strategic planning and execution. Telecommunication companies in Rivers State rely on metrics such as subscriber growth, revenue targets, and operational efficiency to gauge their performance. Smooth workflow, another critical measure, ensures uninterrupted operations, enabling companies to deliver high-quality services. This requires organized work systems and the seamless integration of various functions within the organization (Eke, 2019). Information dissemination is equally vital in telecommunication companies. Quick and accurate transmission of information among employees, stakeholders, and customers fosters transparency and trust. Effective communication channels are crucial for maintaining customer satisfaction and operational efficiency (Ajayi, 2020; Okocha, 2021; Eke, 2019). Companies must adopt advanced communication technologies and feedback mechanisms to ensure timely updates and effective coordination (Okocha, 2021). It has been observed that telecommunication industry in Rivers State face unique challenges, including infrastructure limitations, regulatory complexities, and a competitive market. Effective administration mitigates these challenges by aligning resources with strategic objectives and promoting a culture of accountability and performance excellence. The emphasis on target accomplishment, smooth workflow, and information dissemination positions organizations to meet the dynamic demands of the industry.

Collaboration as a strategy ensures that employees work together towards common objectives, leveraging their diverse skills and perspectives. This is particularly important in the telecommunication industry, where innovation and adaptability are crucial for success. Similarly, decision-making involvement fosters a culture of inclusivity and trust, enabling organizations to make well-informed and effective decisions (Ibrahim, 2022). These strategies not only enhance organizational performance but also address employee concerns such as job satisfaction and motivation. By implementing participative management strategies, telecommunication companies in Rivers State can create a more responsive and dynamic work environment, ensuring sustainable growth.

Organizational climate refers to the shared perceptions and values within an organization that influence employee behavior and performance. Dimensions such as open communication and shared values play a critical role in moderating the relationship between participative management strategies and effective administration. Open communication ensures that employees feel heard and valued, promoting transparency and trust. Shared values align employee goals with organizational objectives, fostering a sense of unity and purpose (Adebayo, 2020). In the telecommunication industry, a positive organizational climate enhances employee engagement and organizational commitment, driving productivity and innovation. By fostering a supportive and inclusive work environment, companies can maximize the benefits of participative management strategies and achieve effective administration (Okon, 2018).

This study is novel as it integrates participative management strategies with effective administration, focusing on the unique context of telecommunication companies in Rivers State. Previous studies have explored these concepts independently, but the moderating role of organizational climate in this relationship remains underexplored. This research addresses this gap by examining how participative management strategies influence administrative effectiveness in a dynamic and competitive industry. The findings are expected to provide valuable insights for policymakers and industry leaders, contributing to the development of innovative management practices tailored to the Nigerian telecommunication sector.

Problem Statement

One of the issues that prompted this study is the apparent administrative sluggishness and ineffectiveness permeating the operations of some of the telecommunication companies in Rivers State. The researcher's participant observer experience, suggests that in spite of being highly digitalized, the administrative system of some of the telecommunication companies in Rivers State

seem to be plagued by significant inefficiencies, characterized by poor coordination, communication gaps, slow workflow, and consistent failure to meet work targets. These inefficiencies disrupt operational harmony, delay service delivery, and diminish overall administrative effectiveness. The researchers' interaction with staff and managers in some of the telecommunication companies revealed that some of the managers may not be doing very well in terms of effective coordination which seems to have led to fragmented operations. The quality of internal communication also seems to be poor. Additionally, the sluggishness of workflow processes exacerbates operational bottlenecks, hindering these companies from achieving their strategic objectives and undermining customer satisfaction.

An apparent neglect of participative management and its associated strategies, such as team cohesion, collaboration, and inclusive decision-making, has further contributed to the ineffective administration of these telecommunication companies. The absence of team cohesion and collaboration has limited mutual learning and synergy among employees, while the lack of inclusive decision-making fosters disengagement and reduces accountability. This is compounded by poor organizational climates characterized by inadequate open communication and a lack of shared values, creating a work environment that stifles innovation and employee motivation. Such challenges underscore the urgent need to investigate how participative management strategies can be effectively adopted to address these administrative inefficiencies and enhance the performance of telecommunication firms in Rivers State.

Another issue that prompted this research is the researcher's perceived dearth of empirical studies on how participative management strategies interact with effective administration within the context of telecommunication companies in Rivers State. For instance, Salah and Anitha (2021) focused on participative decision-making and its relationship with organizational commitment in Yemeni mobile telecom companies but did not explore broader participative strategies like team cohesion and collaboration or their impact on administrative effectiveness, nor did it incorporate organizational climate. Okiomah (2020) examined participatory management in manufacturing firms in Rivers State and its relationship with organizational performance but failed to address telecommunication-specific challenges, administrative outcomes such as task accomplishment and workflow, or the moderating role of organizational climate. Similarly, Uwandu et al. (2022) investigated participative management and communication as predictors of job performance among university library staff but lacked a focus on administrative effectiveness measures relevant to telecommunications and omitted the moderating effects of organizational climate. Wegwu (2024) examined strategic thinking and decision-making in the telecommunication sector but ignored other participative strategies and administrative measures such as smooth workflow and information dissemination. Bright and Okemini (2022) emphasized employee participation and its effect on worker commitment in telecommunication organizations in the Niger Delta but did not investigate the impact of other participative strategies on administrative effectiveness or include organizational climate as a moderating factor.

Similarly, Otuokere et al. (2024) analyzed collaboration platforms for service delivery in telecommunication firms but narrowly focused on collaboration platforms, excluding the broader participative strategies, administrative outcomes, and moderating role of organizational climate. Ikemenjima (2018) studied group cohesiveness and organizational effectiveness in Port Harcourt telecommunication firms, highlighting team cohesion but failing to examine other participative strategies or administrative outcomes like workflow and task accomplishment. Harvey and Dorka (2024) investigated corporate communication and organizational efficiency but ignored participative strategies and key administrative outcomes such as task accomplishment and workflow. Oyo-Ita (2020) analyzed participatory management and employee productivity in banks but failed to explore the specific challenges of telecommunications or broader administrative outcomes. Lastly, Abiodun et al. (2022) examined technical efficiency in customer service centers of Nigerian telecom companies but did not consider participative management strategies, administrative effectiveness measures, or the influence of organizational climate. Collectively, these studies underscore the need

for a comprehensive examination of participative management strategies—team cohesion, collaboration, and decision-making involvement—and their interaction with administrative effectiveness (task accomplishment, smooth workflow, and information dissemination), using organizational climate as a moderating variable, specifically within the telecommunication sector in Rivers State. This gap establishes the bases for the current study as a novel contribution to both academic and practical discourse.

Objectives of the Study

The main objective of the study was to examine the relationship between participative management strategies and effective administration of telecommunication companies in Rivers State, with organizational climate as a moderating variable. Specifically, the study sought to:

1. determine the relationship between team cohesion and task accomplishment in telecommunication companies in Rivers State.
2. examine the relationship between team cohesion and smooth workflow of telecommunication companies in Rivers State.
3. ascertain the relationship between team cohesion and information dissemination of telecommunication companies in Rivers State.
4. investigate the relationship between collaboration and target accomplishment in telecommunication companies in Rivers State.
5. determine the moderating effect of organizational climate on the relationship between participative management strategies and effective administration of telecommunication companies in Rivers State.

Research Questions

This study was guided by the following research questions:

1. What is the relationship between team cohesion and task accomplishment in telecommunication companies in Rivers State?
2. What is the relationship between team cohesion and smooth workflow of telecommunication companies in Rivers State?
3. How does team cohesion relate to information dissemination of telecommunication companies in Rivers State?
4. What is the relationship between collaboration and target accomplishment in telecommunication companies in Rivers State?
5. What is the moderating effect of organizational climate on the relationship between participative management strategies and effective administration of telecommunication companies in Rivers State?

Research Hypotheses

The following null hypotheses were tested at 0.05 level of significance in the course of the study.

- Ho₁: There is no significant relationship between team cohesion and task accomplishment in telecommunication companies in Rivers State.
- Ho₂: There is no significant relationship between team cohesion and smooth workflow of telecommunication companies in Rivers State.
- Ho₃: There is no significant relationship between team cohesion and information dissemination of telecommunication companies in Rivers State.
- Ho₄: There is no significant relationship between collaboration and target accomplishment in telecommunication companies in Rivers State.
- Ho₅: There is no significant moderating effect of organizational climate on the relationship between participative management strategies and effective administration of telecommunication companies in Rivers State.

Benefit of the Study

It is hoped that the findings of this study will provide valuable insights into the application of participative management and its impact on administrative processes, offering practical recommendations for managers, telecommunication companies, office and information management practitioners, and researchers/students.

Area of coverage

Content wise, the study focused on the relationship between participative management strategies and effective administration. It considered the moderating effect of organizational climate on the relationship between participative management strategies and effective administration. While the geographical scope was limited to telecommunication companies that specialized directly on mobile call and data services, including internet service providers operating in Rivers State, Nigeria. Rivers State. The primary unit of analysis consisted of management staff within these companies.

Conceptual Review

Concept of Participative Management Strategies

Participative management has evolved as a pivotal organizational strategy, reflecting the broader socio-economic changes in management theories and practices over time. Historically, participative management can be traced back to the human relations movement of the early 20th century, which emphasized the importance of employee engagement and satisfaction for organizational success (Taylor, 1911 in Adebayo, 2021). The movement gained momentum with the Hawthorne Studies in the 1930s, which demonstrated that employee involvement and recognition significantly enhance productivity (Mayo, 1933). As organizations transitioned from hierarchical, authoritarian models to more inclusive, democratic approaches, participative management became integral to fostering collaboration and innovation. In today's business landscape, particularly in high-stakes industries like oil and gas, participative management is not just a strategy but a necessity. Companies operating in Rivers State, an oil-rich region in Nigeria, face complex challenges ranging from environmental concerns to community relations. Here, participative management serves as a tool to ensure transparency, build trust, and enhance decision-making processes (Adebayo, 2021).

Participative management strategies encompass specific methods and tools designed to operationalize the principles of participative management. According to Okonkwo et al. (2020), these strategies include team-building exercises, suggestion systems, and regular feedback mechanisms that promote open communication and collaboration. Nwachukwu and Okoro (2021) emphasize the importance of digital platforms, such as workplace social media systems, in facilitating real-time communication and collective problem-solving. In Rivers State's oil and gas sector, these strategies often manifest as cross-functional task forces, safety committees, and town hall meetings, where employees and management collaboratively address challenges. For instance, involving employees in the design and implementation of safety protocols can reduce workplace accidents and foster a culture of accountability (Oluwaseun, 2020). Additionally, participative strategies help companies navigate complex regulatory and community engagement requirements by ensuring that employee and stakeholder perspectives are considered (Chukwuma, 2019).

The benefits of participative management and its strategies are not without challenges, particularly in the context of Rivers State's telecommunication companies. Okafor and Uche (2020) argued that hierarchical organizational structures, resistance to change, and inadequate communication channels often hinder the effective implementation of participative strategies. Furthermore, cultural and contextual factors, such as distrust between management and employees, can undermine participative efforts (Adebisi, 2021). To overcome these barriers, companies must invest in training programs, technological infrastructure, and transparent communication mechanisms that support participative practices. For example, implementing live coverage systems for real-time project monitoring and interactive feedback can enhance employee engagement and operational efficiency

(Zhang, 2021). These strategies not only improve internal processes but also strengthen external relationships with stakeholders, regulators, and local communities.

In conclusion, participative management is a managerial approach that emphasizes involving employees at all levels in decision-making processes to foster engagement, innovation, and collaboration. It is particularly relevant in the oil and gas industry in Rivers State, where the complexity of operations requires inputs from diverse stakeholders to achieve efficiency and sustainable outcomes. This management style not only empowers employees but also ensures that decisions are well-informed and inclusive (Adebayo, 2021). Various scholars and practitioners have defined participative management and strategies in ways that highlight its multifaceted nature, particularly in complex sectors like oil and gas.

Participative management is particularly significant in telecommunication companies due to the technical and operational complexities involved. Eze et al. (2021) note that participative management promotes better problem-solving in high-risk environments, as it leverages the collective expertise of employees. This is vital in Rivers State, where telecommunication companies operate in sensitive ecosystems with stringent regulatory requirements. Furthermore, participative management can enhance conflict resolution in the oil-rich Niger Delta region. Adebisi (2021) highlights that involving employees in decision-making fosters transparency and reduces tensions between management and local communities, which is critical in minimizing disruptions to operations.

Participative management strategies refer to the specific methods and tools employed by organizations to involve employees in decision-making processes. According to Okonkwo et al. (2020), participative management strategies include structured mechanisms such as regular team meetings, suggestion boxes, and collaborative platforms to gather employee input. Chukwuma (2019) defines participative management strategies as systematic approaches aimed at decentralizing authority and empowering employees through shared decision-making. In the oil and gas sector, these strategies may involve cross-functional task forces or employee-led safety committees to improve operational outcomes. Nwachukwu and Okoro (2021) expand on this by stating that participative management strategies include fostering open communication channels, enhancing employee autonomy, and providing training programs to develop decision-making skills. These elements are crucial in adapting to the dynamic nature of the oil and gas industry.

Participative management strategies can be categorized into three main dimensions: team cohesion, collaboration, and decision-making involvement (Adedoyin & Aluko, 2022). Team cohesion emphasizes building strong interpersonal relationships and trust among team members, which is vital for coordinating complex projects in oil and gas operations. Collaboration focuses on fostering a culture of mutual learning and problem-solving, enabling employees to contribute innovative solutions to technical challenges (Oluwaseun, 2020). In telecommunication companies, collaboration can enhance safety measures and optimize production processes. Decision-making involvement involves actively including employees in planning and policy formulation. According to Yusuf and Adeoye (2021), this dimension ensures that employees feel valued and aligned with organizational goals, leading to improved morale and productivity. While participative management offers numerous benefits, its implementation in the oil and gas industry is not without challenges. Okafor and Uche (2020) note that hierarchical structures and rigid workflows often hinder effective participation. Additionally, cultural factors, such as resistance to change and limited trust in management, can undermine participative efforts. Adebayo et al. (2021) argue that overcoming these challenges requires tailored strategies that consider the unique operational and cultural context of telecommunication companies. For instance, involving frontline workers in safety protocols can bridge the gap between management and employees.

Globally, participative management has been linked to improved organizational performance in the energy sector. Smith and Taylor (2020) highlight that participative strategies in multinational oil

companies enhance employee retention and innovation. Similarly, Zhang (2021) emphasizes the role of participative management in fostering cross-cultural collaboration in global energy projects. These global perspectives can provide valuable insights for telecommunication companies in Rivers State, enabling them to adopt best practices while addressing local challenges. In essence, participative management and its strategies are integral to enhancing the performance of telecommunication companies in Rivers State. By fostering team cohesion, collaboration, and decision-making involvement, organizations can address operational challenges and achieve sustainable growth. However, successful implementation requires overcoming structural and cultural barriers through context-specific approaches.

Dimensions of Participative Management Strategies

Team Cohesion

Team cohesion is a critical component of participative management strategies, particularly in high-stakes industries like oil and gas, where effective collaboration and unity among employees can directly influence organizational success. Defined as the bond that holds a team together while working toward a common goal, team cohesion is both a psychological and functional phenomenon that integrates interpersonal relationships, shared goals, and mutual trust among team members (Johnson & Taylor, 2021). This concept plays a pivotal role in Rivers State's oil and gas sector, where complex operational demands necessitate seamless cooperation and coordinated efforts across diverse teams. Effective team cohesion fosters open communication, enhances problem-solving abilities, and promotes a culture of collective accountability, making it an indispensable strategy in participative management.

Different scholars have conceptualized team cohesion through various lenses, reflecting its multifaceted nature. Johnson et al. (2020) describe team cohesion as the alignment of individual and group objectives, wherein members willingly invest effort in collaborative tasks to achieve shared goals. This perspective highlights the importance of shared purpose and motivation in creating cohesive teams. In contrast, Ogunleye and Adekunle (2020) emphasize the emotional bond among team members, suggesting that team cohesion transcends professional interactions and extends to the development of interpersonal trust and mutual respect. This emotional aspect of cohesion is particularly relevant in the oil and gas industry, where workplace stress and high-risk activities demand strong interpersonal support.

Collaboration

Collaboration is a fundamental element of participative management, emphasizing the active cooperation and synergy between individuals or groups to achieve common organizational goals. In telecommunication companies in Rivers State, collaboration is particularly vital due to the industry's complexity, high stakes, and the need for efficient problem-solving across diverse teams. Collaboration is often viewed as the systematic pooling of resources, expertise, and perspectives to address challenges and improve decision-making (Johnson & Taylor, 2021). This participative strategy ensures that all stakeholders, from frontline employees to management, contribute to the operational and strategic success of the organization. In Rivers State's oil and gas sector, effective collaboration facilitates seamless operations, minimizes risks, and enhances innovation, making it an indispensable aspect of participative management.

In participative management, collaboration is not merely about teamwork but also about creating an environment where diverse ideas are valued, and collective decisions are prioritized. Smith and Zhang (2020) argue that collaboration involves the intentional sharing of knowledge and resources to create innovative solutions. This perspective is crucial for telecommunication companies operating in Rivers State, where technical challenges, environmental constraints, and socio-economic factors demand creative and adaptive approaches.

Decision-Making Involvement

Decision-making involvement is a core component of participative management, emphasizing the inclusion of employees at various levels in organizational decision-making processes. It fosters a sense of ownership, accountability, and shared responsibility among employees, which is especially crucial in high-risk industries such as oil and gas. Defined as a managerial approach that integrates employees' inputs into the planning and execution of organizational strategies, decision-making involvement aligns employee goals with organizational objectives (Johnson & Taylor, 2021)..

Several scholars have emphasized the multifaceted nature of decision-making involvement. Ogunleye et al. (2020) highlight its role in fostering a culture of inclusivity and transparency, where employees actively participate in shaping organizational policies. This inclusivity enhances problem-solving, as employees are often more attuned to on-the-ground challenges and opportunities. For telecommunication companies operating in Rivers State, involving employees in decisions about safety measures, community relations, and project management not only improves decision quality but also ensures smoother implementation. Decision-making involvement also enhances employee morale, as individuals feel their contributions are valued and impactful, leading to higher job satisfaction and organizational loyalty.

Concept of Effective Administration

Administration has its roots in Latin, originating from the term *administrare*, which means "to serve or manage." Historically, administration referred to activities associated with governance and the organization of institutions. Over time, the concept evolved to encompass the coordination and control of resources, processes, and people to achieve specific goals (Taylor, 1911). The Industrial Revolution marked a significant turning point, as the growth of industries necessitated structured systems for planning, organizing, staffing, directing, and controlling operations. In the modern era, administration has become central to all forms of organizations, including the oil and gas sector, where the complexities of operations and the risks involved require robust administrative practices (Mayo, 1933). The oil and gas industry in Rivers State, Nigeria, is no exception. Effective administration in this region plays a crucial role in ensuring organizational efficiency, environmental compliance, and sustainable community engagement.

Measures of Effective Administration

Task Accomplishment

Target accomplishment is a crucial measure of effective administration, signifying the ability of an organization to achieve predefined objectives within specified timelines and resource constraints. It reflects an organization's capacity to translate strategic goals into actionable outcomes. Eze et al. (2020) define target accomplishment as the successful realization of organizational objectives through efficient planning, execution, and monitoring. In telecommunication companies operating in Rivers State, target accomplishment is a critical determinant of operational excellence, regulatory compliance, and stakeholder satisfaction. The complex and high-risk nature of the industry necessitates precision and timeliness in achieving project milestones, making target accomplishment a key indicator of administrative effectiveness.

The concept of target accomplishment emphasizes the integration of organizational resources, human effort, and managerial expertise to meet predefined goals. Johnson and Zhang (2021) describe it as a systematic process that aligns organizational activities with strategic priorities, ensuring that resources are deployed effectively to achieve desired outcomes. In the context of telecommunication companies in Rivers State, this involves meeting production targets, completing infrastructure projects, and fulfilling environmental and community commitments. Target accomplishment is not merely about achieving outcomes but also about adhering to quality standards, optimizing costs, and minimizing risks, all of which contribute to the long-term sustainability of the organization.

Another perspective on target accomplishment highlights its role as a benchmark for assessing administrative efficiency and organizational performance. Ogunleye et al. (2020) suggest that target accomplishment serves as a yardstick for evaluating whether organizational strategies and processes are effective in delivering results. In Rivers State's oil and gas sector, achieving targets is critical for maintaining competitiveness and meeting the expectations of stakeholders, including investors, regulators, and local communities. Effective administration ensures that targets are not only met but are achieved in a manner that enhances organizational reputation and fosters trust among stakeholders.

Smooth Workflow

Smooth workflow is a critical measure of effective administration that focuses on the seamless progression of tasks and processes within an organization. It reflects the organization's ability to coordinate activities, allocate resources efficiently, and minimize disruptions in operational workflows. Eze et al. (2021) define smooth workflow as the uninterrupted and harmonious execution of interdependent tasks to achieve organizational objectives. In the oil and gas industry, particularly in Rivers State, where operations involve intricate processes such as exploration, refining, and distribution, maintaining a smooth workflow is essential for operational success. Smooth workflow enhances productivity, reduces downtime, and ensures that projects are completed on schedule, making it a key determinant of administrative effectiveness.

Organizational Climate

Organizational climate refers to the collective perceptions, attitudes, and experiences of employees within a work environment, reflecting how policies, practices, and leadership influence workplace culture and employee behavior. In the context of telecommunication companies in Rivers State, organizational climate encompasses the interaction of these elements with the high-pressure nature of the industry. It manifests in how effectively leadership creates an enabling environment for collaboration, innovation, and adherence to safety standards. Brynjolfsson and McAfee (2020) describe organizational climate as a pivotal factor in sustaining competitiveness, especially in industries reliant on complex processes like oil and gas. This definition underscores its role as a determinant of operational efficiency and employee morale, which are vital for organizations operating in a region with dynamic socio-economic and environmental challenges.

Theoretical Review

The theoretical foundation for this study is anchored on the Transformational Leadership Theory which was introduced by James V. Downton in 1973 and expanded by Bernard Bass in 1985 (Adedoyin et al., 2021). Transformational Leadership Theory focuses on inspiring and motivating employees to exceed expectations by fostering trust, encouraging innovation, and providing individualized support. Leaders act as role models, emphasizing collaboration and a shared vision. Some of its assumptions are that employees are motivated by intrinsic rewards such as recognition and personal growth, leadership is essential in shaping organizational culture and inspiring change.

METHOD

The philosophical underpinning of the study was positivism. Positivism is an epistemological philosophical position that advocates the application of the methods of the natural sciences to the study of social reality and beyond (Zeb-Obipi, 2006; Ahiauzu & Asawo, 2016). Positivism gives room for the collection, analysis, and interpretation of large volume of ethnographic data to reflect the real-life manifestation and explanation of the relationship between variables under investigation in a given socio-geographical setting. The study adopted positivism as the most suitable philosophical framework because it enabled the researcher to make objective and critical analysis of the variables as they play out or interact in the organizations under study.

To this end, the researcher believes that the best way to unravel how participative management strategies interact with effective administration of telecommunication companies in Rivers State, is to empirically obtain information from extant telecommunication companies in the state on how participative management strategies such as team cohesion, collaboration, and decision-making involvement manifest and interact with measures of effective administration of telecommunication companies such as task accomplishment, smooth workflow and information dissemination. Ontologically, the researcher believes that the phenomenon under investigation manifests outside the mind and can better be studied by applying scientific process of inquiry in the collection and analysis of data from the organizations using statistical analytical tools rather than subjectively studying the phenomenon using interpretivism.

Research Design

The explanatory cross-sectional survey research design was adopted for the study as it involved the collection of data across accessible telecommunication companies in Rivers State using questionnaire. The study was also explanatory in nature as it sought to provide scientific explanation by testing formulated hypotheses on the relationship between participative management strategies and effective administration of telecommunication companies in Rivers State, Nigeria. The empirical and explanatory nature of the study prompted the researchers to use structured questionnaire to collect relevant primary data on the predictor variable and the criterion variable.

Population

The population of the study consisted of sixteen (16) telecommunication companies registered and operating in Rivers State as obtained from Nigerian Communications Commission. The entire 16 telecommunication companies with a total of 144 management staff was covered for the study. Making it a census study which entails using the entire study population without sampling. The choice of census sampling was informed by the manageability of the population. However, in terms of respondents, management staff of the telecommunication companies served as respondents.

Instrument for Data Collection

Considering the framework of the study, both primary and secondary sources of data were employed in order to generate valid information. For the primary data, structured questionnaire titled "Participative Management Strategies and Effective Administration Questionnaire (PMSEAQ) was used. The instrument was designed in two sections with Section A eliciting demographic response while Section B was designed to measure each of the study variables. The structured questionnaire was constructed by the researcher. The questionnaire was designed using modified four (4) point Likert scale format with the following response options: Strongly Agree (SA) = 4; Agree (A) = 3; Disagree (D) = 2; and Strongly Disagree (SD) = 1. Four (4) questionnaire items were raised for each sub-variables giving a total of twenty-eight (28) questionnaire items.

Validity and Reliability of the Instrument

To ascertain the face and content validity of the instrument, the instrument was scrutinized by experts in Office and Information Management. Their comments and observations were used to validate the final copy of the instrument before administration. While Cronbach Alpha method was used to test the reliability of the instrument and a reliability index of 0.70 was established

Administration of the Instrument

In line with the number of respondents, a total of one hundred and forty-four (144) copies of the questionnaire was administered through the help of two research assistants. The researcher was able to retrieve 125 copies of the questionnaire which was used for the analysis.

Method of Data Analysis

Mean and Standard Deviation were used for the univariate analysis while the bivariate analysis was done using Pearson Product Moment Correlation Coefficient with the aid of SPSS Version 26.0 with a response pattern of: Strongly Agree,(4) Agree (3), Disagree (2) and Strongly Disagree (1) More so, Partial Correlation Technique was used for the multivariate analysis This indicates that if our statistical analysis shows that the significance level is below the cut-off value which we have set at 0.05, we reject the null hypotheses and accept the alternate hypothesis. Alternatively, if the significance level is above the cut-off value, we accept the null hypotheses .Both the significance values and the coefficient values were used for the data interpretation. 1.

Data Presentation and Analysis

Univariate Analysis

Table 1: Items and Scores on Team Cohesion and task accomplishment in telecommunication companies

S/N	Team Cohesion	SA 4	A 3	D 2	SD 1	TOTAL
1.	Our team members work together harmoniously, ensuring strong employee relations.	69	54	2	0	125
2.	Social cohesion in our organization strengthens relationships among team members.	72	53	0	0	125
3.	Team collaboration is a priority for achieving shared goals in our workplace.	84	37	4	0	125
4.	We regularly participate in team-building activities to foster unity.	65	60	0	0	125

Source: Fieldwork, 2025.

Table 1 above shows the number of responses recorded in each of the response options. For example, on measurement item 3, respondents were required to indicate their view on how team collaboration is a priority for achieving shared goals in our workplace. Majority (84) of the respondents strongly agreed, 37 respondents agreed, 4 disagreed, and no one strongly disagreed that team collaboration is a priority for achieving shared goals in our workplace. The responses are summarized in the SPSS table shows below:

Table 2 Descriptive Statistics of Team Cohesion

	N	Minimum	Maximum	Mean	Std Deviation
TC1	125	1.00	4.00	3.536	1.6073
TC2	125	1.00	4.00	3.576	1.6255
TC3	125	1.00	4.00	3.64	1.6545
TC4	125	1.00	4.00	3.52	1.6762
Valid N (Listwise)	125		Grand Mean	3.568	

Source: SPSS Output.

Table 2 above reveals mean scores of 3 points and above across all the response items with a grand mean of 3.568, which approximately implies that the respondents agreed that: they trust their ability to handle unexpected challenges in hotel operations effectively; their team members work together harmoniously, ensuring strong employee relations; social cohesion in their organizations strengthen relationships among team members; team collaboration is a priority for achieving shared goals in their workplaces, and; they regularly participate in team-building activities to foster unity. The

closeness among the standard deviation scores indicates that the respondents homogenously agreed to these points.

Table 3: Items and Scores on Collaboration

S/N	Collaboration	SA	A	D	SD	TOTAL
		4	3	2	1	
1.	Employees and managers engage in mutual learning to address challenges.	80	41	4	0	125
2.	Collaborative learning across departments improves our performance.	70	53	2	0	125
3.	Cross-functional teams within the organization promote innovative solutions.	67	53	5	0	125
4.	Effective collaboration enhances the organization's ability to meet client demands.	73	51	1	0	125

Source: Fieldwork, 2025.

Table 4 above shows the number of responses recorded in each of the response options. For example, on measurement item 1, respondents were required to indicate their view whether employees and managers engage in mutual learning to address challenges. Majority (80) of the respondent strongly agreed, 41 respondents agreed, 4 respondents disagreed, and no respondent strongly disagreed that employees and managers engage in mutual learning to address challenges. The responses are summarized in the SPSS table shows below:

Table 5: Descriptive Statistics of Collaboration

	N	Minimum	Maximum	Mean	Std Deviation
C1	125	1.00	4.00	3.608	1.64
C2	125	1.00	4.00	3.544	1.6109
C3	125	1.00	4.00	3.496	1.5891
C4	125	1.00	4.00	3.576	1.7029
Valid N (Listwise)	125		Grand Mean	3.556	

Source: SPSS Output.

Table 5 above reveals mean scores of 3 points and above across all the response items with a grand mean of 3.556, which approximately implies that the respondents agreed that: employees and managers engage in mutual learning to address challenges; collaborative learning across departments improves our performance; cross-functional teams within the organization promote innovative solutions, and; effective collaboration enhances the organization's ability to meet client demands. The closeness of the standard deviations indicates that the respondents were homogeneous in their view.

Table 6: Items and Scores on Decision-Making Involvement

S/N	Decision-Making Involvement	SA	A	D	SD	TOTAL
		4	3	2	1	
1.	Employees are actively involved in decision-making processes that affect their work.	79	46	0	0	125

2.	Employee-employer cooperation is emphasized during strategic decisions.	85	36	3	1	125
3.	Regular employee interactions with management improve our decision outcomes.	63	54	8	0	125
4.	Managers encourage feedback from employees to shape organizational decisions.	67	55	3	0	125

Source: Fieldwork, 2025.

Table 6 above shows the number of responses recorded in each of the response options. For instance, on measurement item 1, respondents were required to indicate their view as to whether they encourage feedback from employees to shape organizational decisions. Majority (67) of the respondent strongly agreed, 55 respondents agreed, 3 respondents disagreed, and no respondent strongly disagreed that they encourage feedback from employees to shape organizational decisions. The responses are summarized in the SPSS table shows below:

Table: 7 Descriptive Statistics of Decision-Making Involvement

	N	Minimum	Maximum	Mean	Std Deviation
DMI1	125	1.00	4.00	3.632	1.6509
DMI2	125	1.00	4.00	3.64	1.6545
DMI3	125	1.00	4.00	3.44	1.5636
DMI4	125	1.00	4.00	3.512	1.6724
Valid N (Listwise)	125		Grand Means	3.556	

Source: SPSS Output.

Table 7 shows mean scores of 3 points and above across all the response items with a mean set of 3.556, which implies that the respondents agreed that: employees are actively involved in decision-making processes that affect their work; employee-employer cooperation is emphasized during strategic decisions; regular employee interactions with management improve our decision outcomes, and; managers encourage feedback from employees to shape organizational decisions. The closeness of the standard deviations imply that the respondents were homogenous in their view.

Table 8: Items and Scores on Target Accomplishment

S/N	Target Accomplishment	SA	A	D	SD	TOTAL
		4	3	2	1	
1.	Tasks are completed on time, ensuring organizational goals are met.	88	36	1	0	125
2.	Letter completions and document approvals are effectively handled in our company.	70	51	4	0	125
3.	Effective coordination helps us achieve target objectives promptly.	67	55	3	0	125
4.	Deadlines are consistently met due to structured completion of arrangements.	75	48	2	0	125

Source: Fieldwork, 2025.

Table 8 above shows the number of responses recorded in each of the response options. For instance, on measurement item 2, respondents were required to indicate their view whether letter completions and document approvals are effectively handled in their companies. Majority (70) of the respondents strongly agreed, 51 respondents agreed, 4 respondents disagreed, and no respondent strongly disagreed that letter completions and document approvals are effectively handled in their companies. The responses are summarized in the SPSS table shown below:

Table 9 Descriptive Statistics of Target Accomplishment

	N	Minimum	Maximum	Mean	Std Deviation
TA1	125	1.00	4.00	3.696	1.68
TA2	125	1.00	4.00	3.528	1.6036
TA3	125	1.00	4.00	3.512	1.5964
TA4	125	1.00	4.00	3.584	1.7067
Valid N (Listwise)	125		Grand Mean	3.58	

Source: SPSS Output.

Table 9 above shows mean scores of 3 points and above across all the response items with a grand mean of 3.58, which implies that the respondents agreed that: tasks are completed on time, ensuring organizational goals are met; letter completions and document approvals are effectively handled in our company; effective coordination helps us achieve target objectives promptly, and; deadlines are consistently met due to structured completion of arrangements. The closeness in the standard deviation scores indicates that the respondents are homogeneous in their views.

Table 4.10: Items and Scores on Information Dissemination

S/N	Information Dissemination	SA	A	D	SD	Total
		4	3	2	1	
1.	Employees have quick access to critical organizational information.	68	51	6	0	125
2.	Timely updates about organizational changes are communicated effectively.	76	49	0	0	125
3.	Feedback is provided promptly, enhancing communication efficiency.	79	46	0	0	125
4.	Internal communication channels ensure all team members are well-informed.	67	55	3	0	125

Source: Fieldwork, 2025.

Table 10 above shows the number of responses recorded in each of the response options. For instance, on measurement item 2, which required the respondents to indicate their view on how timely updates about organizational changes are communicated effectively, majority (76) of the respondents strongly agreed, 49 respondents agreed, no respondent disagreed, and no respondent strongly disagreed. Thus, this implies that all of the respondents agreed and strongly agreed that timely updates about organizational changes are communicated effectively. The responses are summarized in the SPSS table shown below:

Table 11 Descriptive Statistics of Information Dissemination

	N	Minimum	Maximum	Mean	Std Deviation
ID1	125	1.00	4.00	3.496	1.5891

ID2		125	1.00	4.00	3.608	1.64
ID3		125	1.00	4.00	3.632	1.6509
ID4		125	1.00	4.00	3.512	1.6724
Valid (Listwise)	N	125		Grand Mean	3.562	

Source: SPSS Output.

Table 11 reveals mean scores of 3 points and above across all the response items with a grand mean score of 3.562. This approximately suggests that the respondents affirmed that: employees have quick access to critical organizational information; timely updates about organizational changes are communicated effectively; feedback is provided promptly, enhancing communication efficiency, and; internal communication channels ensure all team members are well-informed. The closeness of the standard deviation indicates homogeneity in the opinion of the respondents about the different questionnaire items.

Table 12: Items and Scores on Organizational Climate

S/N	Organizational Climate	SA	A	D	SD	Total
		4	3	2	1	
1.	Open communication is encouraged at all levels of the organization.	75	49	1	0	125
2.	Shared values among employees promote unity and alignment with organizational goals.	81	44	0	0	125
3.	A supportive work environment ensures mutual respect and trust.	86	39	0	0	125
4.	The organizational culture motivates employees to contribute their best.	68	57	0	0	125

Source: Fieldwork, 2025.

Table 12 above shows the number of responses recorded in each of the response options. For instance, on measurement item 86, which required the respondents to indicate their view on how a supportive work environment ensures mutual respect and trust, majority (86) of the respondents strongly agreed, 36 respondents agreed, no respondent disagreed, and no respondent strongly disagreed. Therefore, management staff across mobile telecommunication companies in Rivers State strongly agreed that a supportive work environment ensures mutual respect and trust. The responses are summarized in the SPSS table shown below:

Table 13: Descriptive Statistics of Organizational Climate

	N	Minimum	Maximum	Mean	Std Deviation
OC1	125	1.00	4.00	3.592	1.632727
OC2	125	1.00	4.00	3.648	1.658182
OC3	125	1.00	4.00	3.688	1.676364
OC4	125	1.00	4.00	3.544	1.687619
Valid N (Listwise)	125		Grand Mean	3.618	

Source: SPSS Output.

Table 13 above reveals mean scores of 3 points and above across all the response items with a grand mean of 3.618. This is an indication that the respondents agreed that: open communication is encouraged at all levels of the organization; shared values among employees promote unity and

alignment with organizational goals; a supportive work environment ensures mutual respect and trust, and; the organizational culture motivates employees to contribute their best. The closeness of the standard deviation indicates homogeneity in the opinions of the respondents.

Bivariate Analysis

Team Cohesion and Effective Administration

Ho₁: There is no significant relationship between team cohesion and task accomplishment in telecommunication companies in Rivers State.

Ho₂: There is no significant relationship between team cohesion and smooth workflow of telecommunication companies in Rivers State.

Ho₃: There is no significant relationship between team cohesion and information dissemination of telecommunication companies in Rivers State.

Table 14: Correlations between Team Cohesion and Effective Administration

			Team Cohesion	Task Accomplishment	Smooth Workflow	Information Dissemination
Pearson	Team Cohesion	Correlation Coefficient	1.000	0.764**	0.801**	0.318**
		Sig. (2-tailed)	.	.000	.000	.000
		N	125	125	125	125
	Task Accomplishment	Correlation Coefficient	0.764**	1.000	0.649**	0.914**
		Sig. (2-tailed)	.000	.	.000	.000
		N	125	125	125	125
	Smooth Workflow	Correlation Coefficient	0.801**	0.649**	1.000	0.882**
		Sig. (2-tailed)	.000	.000	.	.000
		N	125	125	125	125
	Information Dissemination	Correlation Coefficient	0.318**	0.914**	0.882**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	125	125	125	125

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

Source: SPSS Output, 2025

Column two of table 14 above shows r value of 0.764 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating team cohesion and task accomplishment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₁) which states that there is no significant relationship between team cohesion and task accomplishment in telecommunication companies in Rivers State, was rejected. This implies that there is a strong positive relationship between team cohesion and task accomplishment in telecommunication companies in Rivers State.

Column three of table 14 above shows r value of 0.801 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating team cohesion and smooth workflow. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₂) which states that there is no significant relationship between team cohesion and smooth workflow of telecommunication companies in Rivers State, was rejected. This implies that there is a very strong

positive relationship between team cohesion and smooth workflow of telecommunication companies in Rivers State.

Column four of table 14 above shows r value of **0.318** at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating team cohesion and information dissemination. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{03}) which states that there is no significant relationship between team cohesion and information dissemination of telecommunication companies in Rivers State, was rejected. This implies that there is a moderate positive relationship between team cohesion and information dissemination of telecommunication companies in Rivers State.

Multivariate Analysis

Organizational Climate, Participative Management Strategies, and Effective Administration

H_{010} : There is no significant moderating effect of organizational climate on the relationship between participative management strategies and effective administration of telecommunication companies in Rivers State.

Table 15: Correlations Between Organizational Climate, Participative Management Strategies, and Effective Administration

Control Variable			Participative Management Strategies	Effective Administration	Organizational Climate
-none ^a	Participative Management Strategies	Correlation	1.000	0.853**	0.782**
		Significance (2-tailed)	.	.000	.000
		Df	000	125	125
	Effective Administration	Correlation	0.853**	1.000	0.812**
		Significance (2-tailed)	.000	.	.000
		Df	125	000	125
	Organizational Climate	Correlation	0.782**	0.812**	1.000
		Significance (2-tailed)	.000	.000	.000
		Df	125	125	000
Organizational Climate	Participative Management Strategies	Correlation	1.000	0.573**	
		Significance (2-tailed)	.	.000	
		Df	000	125	
	Effective Administration	Correlation	0.573**	1.000	
		Significance (2-tailed)	.000	.	
		Df	125	000	

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

Table 15 above reveals r value of 0.853 at a significant level of 0.00, signifying a relationship between participative management strategies and effective administration. Visibly, this shows a very strong positive relationship, and is significant. The partial relationship which controls for organizational climate is a strong positive association given the r value 0.782, which is clearly huge.

Additionally, the significance value of 0.00 which is less than the alpha level of 0.05 implies that the relationship between participative management strategies and effective administration is strongly moderated by the influence of organizational climate. This implies that the level at which participative management strategies positively relates with effective administration of telecommunication companies in Rivers State, is strongly dependent on the organizational climate.

Summary of Findings

Based on the analyses and interpretation of data, the following major findings were made:

1. There is a strong positive relationship between team cohesion and task accomplishment in telecommunication companies in Rivers State.
2. There is a very strong positive relationship between team cohesion and smooth workflow of telecommunication companies in Rivers State.
3. There is a moderate positive relationship between team cohesion and information dissemination of telecommunication companies in Rivers State.
4. There is a very strong positive relationship between collaboration and target accomplishment in telecommunication companies in Rivers State.
5. The level at which participative management strategies positively relates with effective administration of telecommunication companies in Rivers State, is strongly dependent on the organizational climate.

CONCLUSION

From the empirical analyses carried out in the study, it has been established and noted that telecommunication companies that encourage team cohesion, collaboration, and decision-making involvement in their management strategies, will always constitute asset to their organizations, thereby promoting target accomplishment, smooth workflow, and information dissemination, among others. By this, the study concludes that a participative managerial practice, encompassing the synergy of team cohesion, collaboration, and decision-making involvement, serves as the cornerstone of effective administration, driving telecommunication companies and others toward operational excellence and continuous development. Organizations with leadership styles that encourage open communication, mutual respect, and shared decision-making are better positioned to amplify the benefits of participative management strategies, leading to enhanced organizational performance and long-term sustainability. This underscores the imperative for telecommunication firms to intentionally cultivate participative leadership practices, invest in team-building structures, and promote collaborative cultures if they aim to optimize administrative functions in today's dynamic and competitive environment. Ultimately, the findings of this study offer practical insights for management practitioners, policymakers, and organizational leaders committed to driving excellence through inclusive and strategic human resource practices.

RECOMMENDATIONS

Based on the conclusion of this study, the following recommendations were made:

1. Telecommunication companies should actively foster strong interpersonal relationships among employees through team-building workshops and regular interdepartmental projects to enhance collective task accomplishment.
2. Telecommunication companies in Rivers State should encourage an open communication culture where employees feel comfortable sharing ideas, concerns, and feedback, thereby ensuring that critical information flows freely throughout the organization, improving both operational efficiency and employee engagement.
3. Telecommunication companies should organize regular scheduled feedback sessions and knowledge-sharing forums to strengthen communication lines across various units, hence promoting effective administration.

4. Management of telecommunication firms should design cross-functional teams for key projects, blending diverse expertise to drive collective achievement of corporate targets.
5. Companies should establish comprehensive diversity and inclusion policies that ensure equal representation and participation from all employees, regardless of background, as this can enhance communication, streamline information dissemination, and improve overall administrative efficiency.

Contributions to Scholarship

The study has closed the knowledge gap that existed concerning the relationship between participative management strategies and effective administration in literature by providing an empirical explanation of how dimensions of participative management strategies, such as team cohesion, collaboration, and decision-making involvement interact with effective administration in terms of target accomplishment, smooth workflow, and information dissemination within the context of telecommunication companies in Rivers State. As regards the scope of our literature review using online and offline sources, no previous research has addressed this. The result of this study has brought to the knowledge and understanding of telecommunication companies and other sister organizations the position of organizational climate as a genuine tool in enhancing the potency of participative management strategies on effective administration. Thus, the study has empirically closed the knowledge gap that existed on how participative management strategies interacts with effective administration within the context of telecommunication companies in Rivers State. Thus, this study has also formed a good reference material for researchers and academics in the field of management sciences, marketing, business studies, etc.

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