



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15, Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

Linking Participative Management with the Commitment of Employees in the Public Service Sector of a Nascent Economy

Francis E. Monyei¹, Nnenna E. Ukandu², Wilfred I. Ukpere³

^{1,3} Department of Industrial Psychology and People Management, School of Management, College of Business

Economics, University of Johannesburg, Corner Kingsway & University Road, Auckland Park, South Africa. Telephone: +2348032731306, +27115592069, E-mails: monyei_francis@yahoo.com, wiukpere@uj.ac.za

² University of Calabar, Department of Business Management, Faculty of Administrative and Management Sciences, P.M.B 1115, Calabar, Cross River State, Calabar, Nigeria, Telephone: +234 705 505 4173, E-mail: nnennaukandu@gmail.com

Abstract. *Employee commitment is a key factor influencing organizational performance, affecting productivity, job satisfaction, and staff retention. In today's complex organizational environment, management approaches that actively involve employees in decision-making have become increasingly important. This study examined the impact of participative management, with particular emphasis on the open-door policy, on employee commitment and job satisfaction within public sector organizations. Using structured questionnaires, data were gathered from 251 employees in a few chosen offices as part of a descriptive survey research methodology. Simple linear regression, percentages, and frequency distributions were used to analyse the data. Employee commitment and job satisfaction are positively impacted by participative management methods, particularly open-door policies, according to the data. Employees who perceive management as approachable and inclusive demonstrate higher levels of motivation, loyalty, and satisfaction with their work. As per the study's findings, encouraging participative management is a successful strategy for raising employee loyalty and improving overall organisational effectiveness. Based on these results, it is advised that in order to sustain high levels of employee commitment and happiness, organisations set up organised methods for employee engagement, guarantee leadership accessibility, and promote active involvement in decision-making.*

Keywords: Participative management, open-door policy, employee commitment, job satisfaction, public sector organizations

JEL Codes: J530; L320



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15 , Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

How to cite: Monyei, F. E., Ukandu, N. E., & Ukpere, W. I. (2026). Linking Participative Management with the Commitment of Employees in the Public Service Sector of a Nascent Economy. *Journal of Economic Development, Environment and People*, 15(1), 24–36. <https://doi.org/10.26458/jedep.v15i1.922Introduction>

In today's rapidly evolving business environment, technological advancements and innovations have driven significant changes in diversity policies and economic conditions of economies, which require organisations to alter their competitive strategies and be responsive (Ogbo, Otiala, Ukpere and Monyei, 2025). While external factors are important, internal factors such as employee commitment are critical determinants of organizational performance. Employee commitment directly affects productivity, retention, and job satisfaction. Committed employees are more likely to exceed job expectations, demonstrate loyalty, and contribute positively to the organizational climate (Jensen & Meier, 2020). Several factors influence employee commitment, including job satisfaction, organizational culture, leadership style, and opportunities for professional growth. Conversely, low commitment can result in high turnover, reduced morale, and decreased performance. One effective strategy to enhance employee commitment is through participative management, which involves employees in decision-making, encourages open communication, and empowers them to take ownership of their work. This approach fosters shared responsibility, accountability, and higher levels of job satisfaction and engagement (Bratton & Gold, 2023). Additionally, participative management can improve performance by motivating employees to contribute their ideas and insights to organizational goals. Employee involvement in decision-making is crucial, as employees are often the primary source of ideas and are integral to the organization's operations. In some organizations, decisions are made exclusively by top management, which can create resistance during implementation, particularly when decisions negatively affect employees (Helen, 2019). Incorporating employees' perspectives in decision-making encourages autonomy, collaboration, and creativity, ultimately improving productivity and commitment (Sanad, 2021). Methods such as open-door policies, consensus building, empowerment initiatives, team collaboration, and recognition systems can enhance participation and strengthen both employee commitment and overall organizational performance. When employees perceive that their opinions are valued, they develop a sense of ownership and pride, which positively impacts motivation, loyalty, job satisfaction, productivity, and organizational citizenship behaviors. Participative management has thus gained traction as organizations increasingly aim to promote inclusive and collaborative work environments (Sherer & Teasdale, 2021). By engaging employees in decision-making, organizations can leverage diverse perspectives, skills, and knowledge, resulting in more informed decisions and innovative solutions to complex challenges. This approach also fosters employee empowerment, as individuals feel



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15, Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

respected and valued for their contributions (Bell & Kozlowski, 2022). Understanding the impact of participative management on employee commitment is therefore essential for leaders seeking to enhance engagement and retention. While participative management offers many benefits, potential challenges exist. It can lead to conflict due to differing opinions and interests, causing tension and resistance. Employees may also become disengaged if their contributions are ignored or undervalued. Decision-making processes may slow down due to the need for consensus, which can frustrate employees who perceive delays as inefficient. Moreover, participative management may create an illusion of empowerment if employees lack real authority or resources to implement decisions, potentially reducing commitment. Addressing these challenges motivated the present study to investigate the effect of participative management on employee commitment in public sector organizations in Cross River State.

Study Objective

The study's main goal is to investigate how employee engagement is affected by participative management in a few Cross River State public sector organisations. To be more precise, the study looks into how open-door policies affect workers' job satisfaction in these companies.

Review of Related Literature

Social Exchange Theory

Social Exchange Theory describes social behaviour as a sequence of exchanges in which people try to maximise benefits and minimise costs in their contacts. It was first put forth by George C. Homans in the late 1950s and expanded upon by Peter M. Blau in the 1960s (Homans, 1958; Blau, 1964). In organizational contexts, the theory helps explain why employees contribute to workplace goals, cooperate with colleagues, and engage in decision-making. Employees are more likely to develop positive attitudes toward their organization when they perceive that their input is valued and that exchanges, such as recognition, support, or growth opportunities, are fair. This reciprocal relationship fosters trust and a sense of obligation, enhancing organizational commitment and performance. The principle of reciprocity suggests that when employees feel supported and rewarded, they respond with positive behaviors such as loyalty, engagement, and effort (Cropanzano & Mitchell, 2005). Trust is strengthened through consistent, fair, and respectful exchanges, which support long-term collaboration. In participative decision-making, Social Exchange Theory predicts that employees who believe their contributions are genuinely considered will engage more meaningfully in organizational processes. By applying these principles, organizations can create supportive environments that promote cooperation, collaboration, and sustained employee commitment.



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15 , Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

Participative Management

Participative management is a leadership approach that actively involves employees in decision-making and encourages them to play a role in shaping organizational direction. This management style is founded on the belief that employees are valuable assets, possessing insights and expertise that contribute to organizational success (Kelloway et al., 2023). The primary aim of participative management is to empower employees, increase their engagement and commitment, and foster a sense of ownership and trust within the organization. Research shows that participative management enhances employee satisfaction, job performance, and collaboration while promoting a culture of teamwork (Hayes & Lazzari, 2020). By providing employees with opportunities to contribute ideas, organizations benefit from increased creativity and innovation. Similarly, Wang and Zhou (2022) highlight that participative management improves communication, conflict resolution, and employee motivation. Organizations adopting this management style often experience higher engagement and greater retention of top talent (Kim & Park, 2021). Involving employees in decision-making can also enhance the quality of organizational decisions. When diverse perspectives are incorporated, problem-solving becomes more effective, and innovative solutions emerge. Participative management encourages information sharing and teamwork, leading to increased collaboration and productivity (Rosen & Simon, 2019). However, implementing participative management presents challenges. Managers accustomed to top-down leadership may resist relinquishing control, fearing inefficiency or chaos (Steiner & Mills, 2023). Moreover, allowing employees to voice opinions can occasionally generate conflicts, necessitating investment in conflict resolution strategies (Baker & Katz, 2020). Successful participative management requires clear communication, transparency, and strong leadership support. Leaders must model participative behavior and cultivate trust and collaboration among employees (Chen & Wang, 2022; Cruz & Jones, 2021). In conclusion, participative management is a leadership approach that can increase motivation, enhance decision-making, and improve communication and collaboration. While challenges exist, organizations can overcome them through effective communication, leadership support, and conflict management, ultimately fostering an engaged and empowered workforce (Graham & Lewis, 2023).

Open-Door Policy

An open-door policy is a management practice where leaders make themselves accessible to employees, encouraging the free sharing of ideas, concerns, and feedback. This approach aims to foster transparency, communication, and collaboration, thereby increasing employee engagement, morale, and productivity (Patel, 2021). By eliminating barriers between employees and management, open-door policies promote a culture of trust and inclusivity (Cameron, 2023). Employees who feel comfortable approaching their managers report higher job satisfaction and organizational commitment (Andrews, 2022; Smith, 2023). The success of this policy depends not



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15, Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

only on accessibility but also on active listening and timely action in response to employee feedback. Open-door policies can help identify and resolve workplace issues before they escalate, providing managers with valuable insights into organizational challenges and opportunities (Mitchell, 2020). However, the policy may be ineffective if leaders fail to follow through on concerns or if employees perceive their input as disregarded (Jones, 2022). Overall, open-door policies can build trust, foster open communication, and promote a positive organizational culture. When implemented effectively, they empower employees to contribute meaningfully to organizational success.

Employee Commitment

An individual's devotion and loyalty to their company and its goals is referred to as employee commitment. When faced with difficulties, dedicated workers show a willingness to go above and beyond the call of duty, stick by the company, and actively participate in its success (Côme et al., 2023). Commitment is a reflection of emotional attachment and leads to increased effort, loyalty, and dedication, claim Lee et al. (2020). Affective, continuation, and normative commitment are the three components of Meyer and Allen's paradigm. Emotional attachment, normative commitment to a sense of duty to stay, and continuation commitment to the perceived costs of leaving are all related to affective commitment (Meyer & Allen, 2020). Job satisfaction, better performance, reduced turnover, and greater organisational citizenship behaviour are all linked to high levels of commitment (Meyer et al., 2022). Organizations can foster employee commitment through effective communication, supportive leadership, and opportunities for professional development (Robertson & Johnstone, 2023). Factors such as job satisfaction, organizational culture, leadership style, and perceived organizational support are significant determinants of commitment (Gao et al., 2021). By cultivating a supportive culture, recognizing employee contributions, and promoting work-life balance, organizations can enhance commitment, engagement, and productivity (Tang & Luo, 2021).

Employee Job Satisfaction

A complex concept, job satisfaction affects organisational outcomes, including productivity, efficiency, and retention, as well as employee dedication and wellbeing. It reflects employees' attitudes toward their job, shaped by both situational and individual characteristics (Shuck & Reio, 2023). Job satisfaction encompasses psychological, physiological, and environmental factors that contribute to employees' overall contentment at work (Saks, 2021). Job satisfaction, as defined by Judge and Piccolo (2020), is an individual's assessment of the circumstances and results of their work, impacted by their own needs, values, and expectations. According to Colquitt and Zapata-Phelan (2019), it is a favourable emotional state brought on by one's evaluation of work experiences. Productivity, motivation, creativity, and organisational commitment are all impacted by satisfaction (Chen & Yu, 2021; Pichler, 2020; Steel & Rentsch, 2019). Job satisfaction is



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15 , Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

influenced by various factors, including fairness of rewards, opportunities for growth, participative decision-making, supervisory support, and compensation (Hulin & Judge, 2019). It is also closely tied to organizational culture, with positive cultures fostering higher satisfaction levels (King & Buengeler, 2019; Cropanzano & Wright, 2019). Organizations with satisfied employees tend to be more effective, productive, and innovative (Robbins, 2021; Bhatti & Qureshi, 2017). In conclusion, job satisfaction is integral to employee commitment and organizational success. By addressing the factors that influence satisfaction, organizations can enhance performance, engagement, and overall effectiveness.

Empirical Insights

Several studies have examined the relationship between participative management and employee commitment across different organizational contexts. Okafor and Nwankwo (2023) investigated public sector organizations in Nigeria, employing a quantitative research design with civil servants as the target population. Using stratified random sampling, 320 employees were surveyed through structured questionnaires. Correlation and regression analyses revealed a statistically significant positive relationship between participative management practices and employee commitment, particularly regarding employee motivation and organizational loyalty.

Khan and Rahman (2021) explored the effect of employee participation in decision-making on organizational commitment in manufacturing firms in Pakistan. Utilizing a descriptive survey design, the study targeted operational and managerial staff, with 280 respondents selected through systematic sampling. Multiple regression analysis indicated that employee involvement in decision-making significantly enhances both affective and normative commitment.

The impact of participative leadership on employee commitment in Ghana's banking industry was evaluated by Mensah and Boateng (2022). Data gathered from self-administered questionnaires was analysed using structural equation modelling (SEM) in a cross-sectional survey of 210 bank workers chosen by simple random sampling. The results demonstrated a strong positive correlation between employee commitment and participative leadership techniques.

Chinese technology companies were studied by Chen and Liu (2020), who concentrated on how participative management affected organisational commitment and employee engagement. Using a quantitative design with a sample of 400 full-time employees selected through cluster sampling, regression and mediation analyses demonstrated that participative management positively affects employee engagement, which in turn enhances organizational commitment.

Nigerian higher education institutions' use of participatory decision-making was examined by Adeyemi and Ogunleye (2021). Using a mixed-methods methodology, purposive sampling was used to target 180 academic and non-academic staff. Questionnaires and semi-structured



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15, Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

interviews were used to gather data, and regression and theme analysis were used for analysis. The study found that participatory decision-making significantly improves employee commitment, job satisfaction, and organizational trust.

Collectively, these studies suggest that participative management practices—including employee involvement in decision-making, leadership participation, and engagement initiatives—positively influence employee commitment across diverse sectors and geographic contexts.

Materials and Methods

The study adopted a descriptive survey research design to examine the effect of participative management on employee commitment within the Cross River State Internal Revenue Service (IRS). This design employed cross-sectional data collection, enabling the systematic description of existing organizational conditions without manipulation of variables. The approach was considered suitable for capturing employees' natural attitudes, behaviours, and perceptions concerning participative management. The study was conducted in the public sector of Cross River State, with the IRS selected as the case study. The study population comprised IRS staff across the three senatorial districts: Cross River South, Central, and North. Primary data were collected using a structured questionnaire developed based on the study objectives. The questionnaire captured information on the independent variable (participative management) and the dependent variable (employee commitment). Questionnaires were distributed in Calabar through direct hand delivery, while online forms were administered to IRS offices in Ugep, Ikom, Ogoja, and Obudu. There were two portions to the research instrument. The first section collected demographic data, such as age, gender, marital status, level of education, and employment history. Each construct was operationalised through five items in Section 2, which used a five-point Likert scale, from strongly agree to strongly disagree, to measure employee engagement and participatory management. Validity was established through content and face validation. A lecturer in Business Management and two experts in measurement and evaluation reviewed the questionnaire, with their feedback incorporated into the final instrument. The research supervisor provided the final approval. Reliability was assessed through a pilot study involving at least 30 staff members from public organizations not included in the main study. Cronbach's Alpha was calculated using IBM SPSS Statistics version 26, with coefficients above 0.60 deemed acceptable (Hair et al., 2014). Data were analyzed using frequency tables and simple percentages for descriptive purposes. The Regression was used to test hypotheses and ascertain the direction and strength of the association between employee commitment and participatory management. SPSS version 22 was used for all analyses. A straightforward random sample technique was used to guarantee representative sampling, ensuring that every employee had an equal chance of being chosen. The sample size, as determined by Cochran's formula (1963), was 251 respondents with a 5% margin of error. Using Bowley's proportionate allocation formula, the sample was divided across the IRS offices according to population size.



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15 , Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

Table 1: Population and Sample Size Distribution of IRS Offices

S/N	Selected IRS Offices	Population	Sample Allocation	Percentage (%)
1	IRS Headquarters	332	124	49.4
2	Calabar South	101	38	15.1
3	Calabar One (Akim)	70	26	10.4
4	Calabar Two (8 Miles)	97	36	14.3
5	Ugep	15	6	2.4
6	Ikom	20	7	2.8
7	Ogoja	20	7	2.8
8	Obudu	18	7	2.8
	Total	673	251	100

Source: Researcher's Computation, 2026

Data presentation

The questionnaire was distributed to Cross River State Internal Revenue Service (IRS) employees in a total of 251 copies. A total of 238 surveys were correctly filled out and returned, resulting in a 94.8% response rate. Accordingly, 238 responses were the study's feasible sample size. The data collected for each item on the questionnaire were presented in tables using frequency counts and percentages to provide a descriptive overview of the responses.

Test of Hypotheses

H₀: There is no significant effect of open-door policy on employee job satisfaction in the public service sector of nascent economies.

H₁: There is a significant effect of open-door policy on employee job satisfaction in the public service sector of nascent economies.

Table 2: Simple regression analysis of the effect of open-door policy on employee job satisfaction

Model	R	R square	Adjusted R-squared	Std error of the estimate
1	.547 ^a	.300	.297	3.29727



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15, Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

Model	Sum of square	Df	Mean square	F	p-value
Regression	1097.922	1	1097.922	100.986	.000 ^b
Residual	2565.796	236	10.872		
Total	3663.718	237			
Variables	Unstandardized Coefficient B	Standard error	Standardized coefficient Beta	T	p-value
(Constant)	4.785	.881		5.431	.000
Open-door policy	.619	.062	.547	10.049	.000

Author's Fieldwork

The hypothesis examined the link between open-door policies and employee job satisfaction in the public service sector. The results, as presented in Table 2, indicate a positive link between open-door policy and employee job satisfaction, with an adjusted R² value of 0.297. This shows that the open-door policy accounts for 29.7% of the variance in employee job satisfaction. The ANOVA results support this finding, with an F-ratio of 100.986 and a p-value of 0.000. Since the p-value is below the 0.05 alpha level, the null hypothesis stating that the open-door policy has no significant effect on employee job satisfaction is rejected. This indicates a statistically significant effect of the open-door policy on employee job satisfaction. The t-value analysis further confirms this result, showing a standardised coefficient of 0.547 with a p-value of 0.000, meaning that for every unit increase in open-door policy, employee job satisfaction increases by 54.7%. In summary, the analysis confirms that an open-door policy has a statistically significant positive effect on employee job satisfaction.

Discussion of Findings

The findings reveal that an open-door policy significantly enhances employee job satisfaction in the public service sector of nascent economies. Employees who perceive management as approachable and receptive to communication report higher satisfaction levels. This suggests that facilitating access to management, encouraging feedback, and maintaining transparent communication structures contribute positively to workplace attitudes. The results are consistent with Okafor and Nwankwo (2023), who reported a significant positive relationship between participative management and employee commitment in Nigerian public sector organizations. Similarly, Khan and Rahman (2021) observed that employee participation in decision-making enhances affective and normative commitment, thereby improving job satisfaction. Mensah and Boateng (2022) also demonstrated that participative leadership strengthens workplace attitudes and organizational attachment in Ghana's banking sector, while Chen and Liu (2020) found that



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15 , Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

participative management improves employee engagement and organizational commitment in Chinese technology firms. Adeyemi and Ogunleye (2021) further confirmed that participatory decision-making in Nigerian higher education institutions significantly increases employee commitment, job satisfaction, and organizational trust. Collectively, these studies reinforce the view that inclusive management practices, such as open-door policies, positively influence employee morale, commitment, and satisfaction.

Conclusion

This study concludes that participative management, particularly the implementation of an open-door policy, has a statistically significant influence on employee job satisfaction in the public service sector of nascent economies. Employees respond positively when management fosters open communication, accessibility, and involvement in organizational processes. The findings indicate that staff who perceive management as approachable and responsive exhibit higher levels of job satisfaction, stronger organizational commitment, and increased impetus. Therefore, participative management practices contribute to a supportive work environment where employees feel valued, heard, and respected. Overall, the study demonstrates that such practices play a critical role in enhancing employee commitment and workplace satisfaction in public service sector organizations.

Recommendations and Suggestions for Further Studies

Based on the findings, the study recommends that the management of the public service sectors, particularly the Cross River State IRS, strengthen participative management practices by ensuring consistent access to supervisors and top management, fostering open communication, and actively involving employees in organizational decision-making processes. Leaders should adopt a participative approach that promotes transparency, respect for employee input, and shared responsibility, while formal communication channels such as regular meetings and feedback systems should be maintained to reinforce trust and engagement. Policymakers are encouraged to integrate participative management principles into organizational guidelines and human resource policies. Future research could expand this study by examining the impact of participative management and open-door policies on employee commitment in other public sector organizations or exploring additional participative practices such as consensus building and team collaboration.

References



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15, Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

- [1] Adeyemi, A., & Ogunleye, B. (2021). Participatory decision-making and employee commitment in Nigerian higher education institutions. *Journal of Educational Management and Policy*, 9(2), 45–58.
- [2] Andrews, L. (2022). The impact of supervisor accessibility on employee engagement and organizational commitment. *Journal of Organizational Behavior*, 43(2), 210–225.
- [3] Baker, R., & Katz, S. (2020). Conflict management in participative organizations: Challenges and solutions. *International Journal of Management Studies*, 7(1), 45–59.
- [4] Bell, B. S., & Kozlowski, S. W. J. (2022). Active learning: Effects of core training design elements on self-regulatory processes, learning, and adaptability. *Journal of Applied Psychology*, 107(3), 421–441.
- [5] Bhatti, K. K., & Qureshi, T. M. (2017). Impact of employee participation on job satisfaction, employee commitment, and employee productivity. *International Journal of Academic Research in Business and Social Sciences*, 7(1), 231–248.
- [6] Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- [7] Bowley, A. L. (1926). Measurements of precision attained in sampling. *Bulletin of the International Statistical Institute*, 22(1), 1–62.
- [8] Bratton, J., & Gold, J. (2023). *Human resource management: Theory and practice* (8th ed.). Palgrave Macmillan.
- [9] Cameron, T. (2023). Open-door policies and employee engagement: Building trust through accessibility. *Journal of Leadership and Organizational Studies*, 30(1), 58–73.
- [10] Chen, C., & Yu, W. (2021). Job satisfaction and employee performance: Evidence from Chinese organizations. *Journal of Organizational Behavior*, 42(5), 621–638.
- [11] Chen, H., & Wang, Y. (2022). Participative management and organizational outcomes: The role of transparency and communication. *Management Research Review*, 45(6), 1123–1142.
- [12] Chen, Y., & Liu, H. (2020). Participative management and employee engagement in technology firms in China. *International Journal of Human Resource Studies*, 10(3), 112–129.
- [13] Cochran, W. G. (1963). *Sampling techniques* (2nd Ed.). John Wiley & Sons.
- [14] Colquitt, J. A., & Zapata-Phelan, C. P. (2019). Justice, fairness, and employee reactions: A meta-analytic review. *Journal of Applied Psychology*, 104(5), 699–731.
- [15] Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.
- [16] Cropanzano, R., & Wright, T. A. (2019). When a “happy” worker is really a productive worker: A review and further refinement of the happy-productive worker thesis. *Consulting Psychology Journal: Practice and Research*, 71(3), 180–198.
- [17] Cruz, M., & Jones, P. (2021). Leadership support and employee participation in decision-making: Evidence from multinational firms. *Leadership & Organization Development Journal*, 42(3), 356–372.
- [18] Gervais, R., & Greenglass, E. (2022). Job satisfaction and occupational well-being: Measurement, predictors, and outcomes. *Occupational Health Psychology Review*, 27(2), 145–162.
- [19] Graham, T., & Lewis, A. (2023). Implementing participative management in contemporary organizations: Benefits and challenges. *Journal of Business Research*, 156, 115–126.



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15 , Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

- [20] Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (7th Ed.). Pearson Education.
- [21] Hayes, J., & Lazzari, M. (2020). Employee involvement and participative decision-making: Enhancing satisfaction and performance. *International Journal of Human Resource Management*, 31(12), 1532–1550.
- [22] Helen, T. (2019). Decision-making practices and employee involvement in organizations. *International Journal of Management Studies*, 5(2), 45–59.
- [23] Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597–606.
- [24] Hulin, C. L., & Judge, T. A. (2019). Job attitudes. In S. W. J. Kozlowski (Ed.), *The Oxford handbook of organizational psychology* (2nd ed., pp. 237–263). Oxford University Press.
- [25] International Journal of Marketing and Management Sciences. (2024). Employees' perceptions of fair treatment and reciprocation behaviors: A social exchange perspective. *International Journal of Marketing and Management Sciences*, 4(2), 130–159.
- [26] Jensen, M., & Meier, S. (2020). Commitment, performance, and employee retention in modern organizations. *Human Resource Review*, 30(4), 100–115. <https://doi.org/10.1016/j.hrmr.2020.100715>
- [27] Jones, R. (2022). Open-door leadership and innovation in organizations. *Journal of Management Innovation*, 10(2), 98–112.
- [28] Judge, T. A., & Piccolo, R. F. (2020). Job satisfaction and organizational behavior. *Annual Review of Organizational Psychology and Organizational Behavior*, 7(1), 1–23.
- [29] Kelloway, E. K., Barling, J., & Hsiung, H. H. (2023). Participative leadership and employee outcomes: Current perspectives. *Leadership Quarterly*, 34(1), 101–118.
- [30] Khan, M., & Rahman, S. (2021). Employee participation in decision-making and organizational commitment in manufacturing firms in Pakistan. *Asian Journal of Management Research*, 12(1), 67–81.
- [31] Kim, S., & Park, H. (2021). Participative management and employee engagement: Evidence from South Korean firms. *Asia Pacific Journal of Human Resources*, 59(4), 562–579. <https://doi.org/10.1111/1744-7941.12232>
- [32] King, E., & Buengeler, C. (2019). Job satisfaction and employee engagement: The mediating role of employee well-being. *Human Resource Management Review*, 29(4), 100–114.
- [33] Lee, H., & Johnson, M. (2022). Open-door policy, job satisfaction, and employee commitment in the Australian service industry. *International Journal of Service Management*, 15(4), 210–227.
- [34] Liu, X., Chen, Y., & Zhang, L. (2025). Organizational support and employee commitment: Evidence from Chinese firms. *International Journal of Business and Social Science*, 16(1), 45–61.
- [35] Mensah, R., & Boateng, K. (2022). Participative leadership and employee commitment in the banking sector in Ghana. *African Journal of Leadership and Organizational Studies*, 5(1), 90–104.
- [36] Mitchell, R. (2020). Encouraging employee voice through open-door policies. *Journal of Workplace Communication*, 15(3), 201–218.
- [37] Ogbo, A. I., Otiala, B. P., Ukpere, W. I., & Monyei, F. E. (2025). Exploring the nexus between diversity management policies and performance: a study of small and medium enterprises in Rivers State. *Veredas Do Direito*, 22(7), e224481. <https://doi.org/10.18623/rvd.v22.n7.4481>



(online) = ISSN 2285 – 3642

ISSN-L = 2285 – 3642

Journal of Economic Development, Environment and People

Volume 15, Issue 1, 2026

URL: <http://jedep.spiruharet.ro>

e-mail: office_jedep@spiruharet.ro

- [38] Okafor, C., & Nwankwo, T. (2023). Participative management and employee commitment in public sector organizations in Nigeria. *Nigerian Journal of Management Sciences*, 14(1), 33–49.
- [39] Patel, N. (2021). Open-door management and employee empowerment: A review of contemporary practices. *International Journal of Management Research*, 9(2), 78–92. <https://doi.org/10.2139/ssrn.3723456>
- [40] Pichler, S. (2020). Work satisfaction: Measuring and understanding the dynamics of employee satisfaction. *European Journal of Work and Organizational Psychology*, 29(3), 321–335.
- [41] Robbins, S. P. (2021). *Organizational behavior* (19th ed.). Pearson Education.
- [42] Rosen, M., & Simon, L. (2019). Participative management, communication, and performance outcomes. *Journal of Organizational Effectiveness*, 6(2), 89–104.
- [43] Saks, A. M. (2021). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 8(2), 131–151.
- [44] Sanad, H. (2021). Participative leadership and employee commitment: Evidence from organizational studies. *Leadership & Organization Development Journal*, 42(6), 879–894.
- [45] Sherer, P. D., & Teasdale, S. (2021). Employee engagement and participative management practices. *Organization Studies*, 42(7), 1021–1043.
- [46] Shuck, B., & Reio, T. G. (2023). Employee engagement and job satisfaction: Current trends and future directions. *Human Resource Development Review*, 22(1), 45–67.
- [47] Smith, A., & Johnson, P. (2023). Participative management and employee commitment in the retail sector in the United States. *Journal of Retail Management and Organizational Behaviour*, 18(2), 120–136.
- [48] Smith, J. (2023). Open-door policy and employee satisfaction: A quantitative study. *Journal of Human Resource Management*, 11(1), 45–60.
- [49] Steel, P., & Rentsch, J. R. (2019). The nature of job satisfaction: Integrating affective, cognitive, and behavioral approaches. *Journal of Vocational Behavior*, 110, 52–65. <https://doi.org/10.1016/j.jvb.2018.11.005>
- [50] Steiner, D., & Mills, K. (2023). Authoritarian leadership vs. participative management: Challenges in adoption. *Leadership & Organization Development Journal*, 44(2), 210–226. <https://doi.org/10.1108/LODJ-11-2022-0198>
- [51] Wang, L., & Zhou, H. (2022). Participative management and team communication: Improving morale and conflict resolution. *Journal of Management Studies*, 59(5), 1012–1031.
- [52] White, C. (2023). Building trust through open-door policies in contemporary organizations. *Organizational Psychology Review*, 13(1), 33–49.