

EMPLOYEE EMPOWERMENT AND ITS RELATIONSHIP ON ORGANIZATIONAL DEVELOPMENT OF SELECTED COMMERCIAL BANKS IN MALOLOS, BULACAN

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Abstract

This descriptive correlational study aimed to determine employee empowerment and its relationship to organizational development and whether it contributed to the better performance of employees as a basis for organizational development among the eight commercial banks in the City of Malolos, Bulacan. The quantitative research design was utilized in profiling and characterization of the respondents and their responses, and the evaluative in testing the relationship. The results were obtained and processed using the Statistical Packages for Social Sciences (SPSS). In this study, the null hypothesis was rejected. The findings of the study were: (1) The level of participation in terms of psychological empowerment has a computed average of 4.56 and interpreted as outstanding. Meanwhile, the level of respondents' participation in terms of structural empowerment was excellent as shown by the computed average mean of 4.53. (2) The level of relationship of employees to organizational development in terms of goal setting was excellent that was revealed by the computed mean score of 4.51. In addition, the level of relationship of employees to organizational development in terms of staff development, continuous improvement, and change management was 4.57, 4.55, and 4.49 respectively, and interpreted as outstanding. (3) The results of the test of the significant relationship of level of participation in organizational development were significant with a p-value (0.000) that was less than Cronbach's alpha (0.01).

Keywords: Employee Empowerment, Organizational Development, Commercial Banks.

Introduction

Empowerment in the workplace is a concept that can be maximized to gain organizational development. It is an evidence-based scientific approach to help organizations become effective and adaptive to change by developing the proper utilization of manpower in an organization. More organizations are looking for employees who will take the initiative and respond creatively to the challenges of the job, Empowerment becomes important at both individual and organizational levels.

On the other hand, it is the objective of management to create conditions for work effectiveness by ensuring employees have access to the information, support, and resources necessary to accomplish work and that they are provided ongoing opportunities for development. Employees feel confident and empowered when their organizations or companies provide access factors (Wadhwa & Verghese, 2017).

However, empowerment programs have not always been proven effective; a much deeper understanding is necessary of organizational factors that positively relate empowerment to the effectiveness of organizational development in institutions, empowering institutional personnel is both a challenge and a necessity. With institutions coping with frequent changes in terms of administrative functions through job rotations and fewer resources,

it is very important to determine what factors relate to organizational development and how it truly affects employees (Huang et al. 2017 [33]). Shuck and Reio (2017) [59] defined psychological empowerment as a state of increased intrinsic task motivation that comprises four cognitive components: a sense of meaning, competence, self-determination, and impact. These cognitions occur within the person and reflect positive experiences derived from the task itself. Though sparse literature has demonstrated that psychological empowerment relates positively to work engagement.

Oloko and Oguni (2017) [52] described structural empowerment as the existence of social structures at work that allow individuals to achieve their work goals through access to opportunities, relevant information, support, and resources. It was evident that the role of structural empowerment for work engagement has received far less attention than that of psychological empowerment, Psychological empowerment has been a common concern for healthcare settings.

In addition, the interplay between structural and psychological empowerment in explaining work engagement has been largely neglected.

It is also important to determine whether psychological empowerment and structural empowerment may be advantageous in improving the quality of services to an institution's

stakeholders while at the same time increasing employees' well-being and commitment to the institution. According to Suri (2017) [62], psychological and structural empowerment can be factors since organizations are increasingly using empowerment as a management technique to promote employee engagement and performance.

Lockwood (2017) [44] reiterated that, nowadays, organizations are focusing on gaining a competitive advantage in the marketplace after the paradigm of the globalization era has fetched hasty deviations and modifications for both technological and environmental industries. Advanced machines and equipment, new technologies, effective marketing strategies, unique customer services and other components represent the factors that build up this advantage. The organizations used various technological advancements in the banking sector to better serve their clientele.

In 2016, Maxwell noted that, organizations are always advancing their systems, processes, and technologies to cope with the challenging existing environment. The dynamic contemporary environment is urging its organizations to synchronize their management techniques with these increasing problems. For a company to survive and achieve its goals and missions in today's competitive world, one of the most important tools in an organization is the human element. Manpower is the most crucial asset of an enterprise whose success or failure depends on the individuals' qualifications and performance. Technologies, processes, and products may be easily copied; however, individuals will stay provided that they grow with the organization. The most strategic resource of an organization is its manpower.

Moreover, employee empowerment is often misunderstood in the workplace. Some managers believe that empowering employees will reduce their authority inside the organization. In addition, researchers have discovered through studies that many managers do not really recognize the significance of employee empowerment and its effect on organizational commitment. Emerson's significant finding in his 2019 study is as follows. Organizations nowadays prefer employees who are engaged and committed to their jobs and produce quality output. On the other hand, employees are committed to their organization if they value their work not just for themselves but also for their co-workers and the outside world. If employees are enthusiastic about working for a specific cause, it

can be concluded that they are committed. The challenge is to empower the employees and at the same time make them feel like they are part of the organization in order to do well and perform well. Hackman and Oldham noted in 2016 that organizations would receive more commitment from their employees by incorporating empowerment within their leadership styles. Organizations can increase levels of empowerment by sharing power, building trust, and evaluating job satisfaction with the employees. They also need to be on the lookout for evidence of burnout, which could prevent employees from fully engaging or committing to their work and organization.

In this study, the researcher determined the relationship between employee empowerment on organizational development and whether it may contribute to the better performance of each employee that leads to organizational development. This was done for the purpose of knowing whether there is a relationship between the two stated variables that needs to be based on the gathered data to support this statement.

Theoretical Framework

The study adopted Kanter's theory of structural empowerment (2008), which includes a discussion of organizational behavior and empowerment. According to this theory, empowerment is promoted in work environments that provide employees with access to information, resources, support, and the opportunity to learn and develop. According to Kanter, these lines of power emanate from formal and informal systems within organizations.

High levels of formal and informal power facilitate access to the lines of power and opportunity that enable employees to accomplish their work in meaningful ways. Formal power is derived from specific job characteristics such as flexibility, adaptability, creativity associated with discretionary decision-making, visibility, and centrality to organizational purpose and goals. Informal power is derived from social connections and the development of communication and information channels with sponsors, peers, subordinates, and cross-functional groups.

The study postulates that employee empowerment has a significant relationship with organizational development.

Conceptual Framework

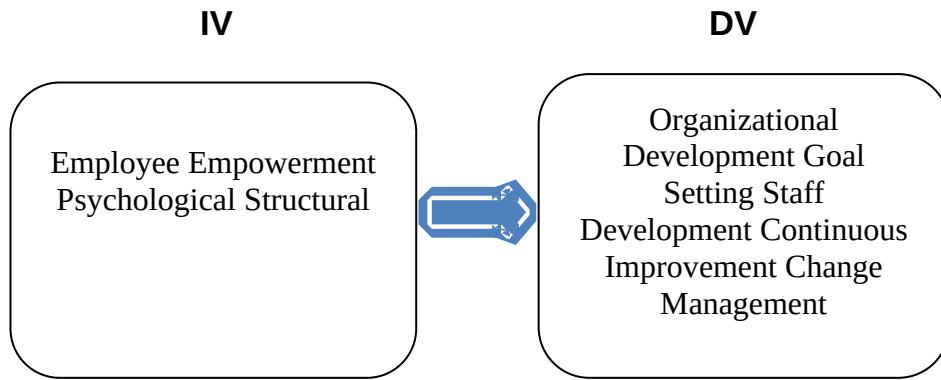


Figure 1: Conceptual Model of the Study

Figure 1 presents the conceptual model of the study that will be utilized in evaluating employee empowerment and organizational development.

Employee empowerment will be assessed in terms of psychological and structural while organizational development will be assessed in terms of goal setting, staff development, continuous improvement, and change management.

Statement of the Problem

The study determined the relationship between employee empowerment and organizational development. Specifically, the study aimed to answer the following subproblems:

1. How may the employee be described in the level of participation in terms of:
 - 1.1 Psychological Empowerment; and
 - 1.2 Structural Empowerment?
2. What is the level of relationship of employees to organizational development in terms of:
 - 2.1 Goal Setting;
 - 2.2 Staff Development;
 - 2.3 Continuous Improvement; and
 - 2.4 Change management?
3. Is there any significant relationship between employee empowerment and organizational development?
4. What possible contributions may be drawn from the study?

Scope and Limitations of Research

The focus of the study was to assess and determine the relationship between employee empowerment and organizational development. The respondents of the study from twelve (12) commercial banks strategically located within Malolos City, Bulacan. The researcher sought permission from bank managers of the twelve (12) commercial banks.

The total number of respondents in the study was one hundred seven (107). Purposive sampling was used to collect the necessary data that will be compiled by the researcher.

The banks included in this research were the commercial banks that agreed with the conduct of the study regardless of the number of employees working.

The study was conducted from June 2 to June 17, 2022.

Methodology

• Research Design

The empirical research of this study is based on a quantitative approach in order to determine the impact between an independent variable, which is the critical ability and critical thinking disposition, and a dependent variable, which is the conflict management within a population.

The descriptive correlational is used in the profiling and characterization of the respondents and their responses, and the evaluative in testing the relationship of employee empowerment towards organizational development.

The researcher used a standardized questionnaire to assess this proposed study. Respondents answered the questions that enabled the researcher to draw significant points in the study.

The aforementioned research method is the best design for this study since its main thrust is to describe the critical thinking and disposition of the respondents. Moreover, the design enabled the researcher to explore the effects of critical thinking and disposition on the relationship of employee empowerment to organizational development.

• Participants/Respondents of the Study

The respondents of this research study are employees of eight (8) commercial banks within the City of Malolos, Bulacan. The number of employees per bank under the area branch were not considered as long as there were approval from the bank manager to conduct the research study with their employees. Included as respondents were regular and probationary employees working for at least six

(6) months and above, regardless of their gender, age, civil status, and position. The distribution of respondents per commercial bank is shown in table one (1).

In compliance with the Data Privacy Act of 2012, the researcher made use of codes for each bank to protect and safeguard their identity. It was agreed that they would allow the conduct of the study in their commercial banks provided that their identity will not be disclosed as well as their employees. A total of one hundred seven (107) respondents were given a questionnaire to accomplish through the use of Google form due to the current situation. They were given enough time to answer the questionnaire and further explanation were given to the respondents via email. Bank 1 has three (3) branches surveyed, bank 2 and bank 3 both has two (2) branches covered while the remaining banks has only one (1) branch covered for the study. Data gathered was treated with utmost confidentiality and shall be used for academic purposes only.

Incomplete responses were disregarded and removed from the result of the study.

● Instrument/s of the Study

The instrument, that was used, was a standardized questionnaire from the study of Y. Rama Krishna (2007) entitled: Psychological Empowerment and Organizational Commitment. The said questionnaire underwent a reliability test and the

result shows that 9 items can be considered reliable. The reliability test creates the value of Cronbach's α of 0.925. These results suggest that the proposed questionnaire has adequate indicators. 5-point Likert type scale - endpoints ranging from 1 'very low' to 5 'very high' was used in the questionnaire.

The Laschinger's Structural Empowerment Scale (Conditions of Work Effectiveness Questionnaire-II - CWEQ-II) was developed by Sürgevil, O., Tolay, E., & Topoyan, M. (2013). A 17-item instrument was developed in seven languages that anchored on Kanter's theory of structural empowerment. Cronbach's α was 0.92, intra-tester stability 0.83, and inter-tester reliability 0.80. Discrimination between controls and clients was good at a Participation Score threshold of 12. With the results, it can conclude that scales are considered reliable.

The ECODQ (Evaluation Capacity in Organizational Development Questionnaire) was developed as a hybrid instrument by France Gagnon, Tim Aubry, J., Bradley Cousins, Swee C. Goh, and Catherine Elliott (2018). It draws items and sub-scales for goal, staff, improvement, and change management. Subscales were constructed based on the subsections of the instrument. Internal consistency was calculated using Cronbach's alpha for each of the sub-scales and found to be satisfactory (ranging from 0.68 to 0.97).

● Data Collection and Analysis

Table 1: Mean Score Level of Participation in Terms of Psychological Empowerment

Indicators	Mean	Interpretation
1.1 I have the skills and abilities to do my job well.	4.62	Excellent
1.2 I have the competence to work effectively.	4.58	Excellent
1.3 I have the capabilities required to do my job well.	4.58	Excellent
1.4 I am inspired by the goals of the organization.	4.63	Excellent
1.5 I am inspired by what we are trying to achieve as an organization.	4.61	Excellent
1.6 I am enthusiastic about working toward the organization's objectives.	4.67	Excellent
1.7 I can influence the decisions taken in my department.	4.47	Outstanding
1.8 I have the authority to make decisions at work.	4.44	Outstanding
1.9 I can influence the way work is done in my department.	4.44	Outstanding
Average Mean	4.56	Excellent

Psychological Empowerment: The data in Table one (1) revealed that the level of participation in terms of psychological empowerment got an excellent rating as evidenced by a 4.56 mean percentage score. This was shown by the following participation of the respondents: they have the skills and abilities to do their job well (4.62), have the competence to work effectively (4.58), have the capabilities required to do their job well (4.58), inspired by the goals of the organization (4.63),

inspired by what they are trying to achieve as an organization (4.61), enthusiastic about working toward the organization's objectives (4.67), can influence the decisions taken in their department (4.47), have the authority to make decisions at work (4.44), and can influence the way work is done in their department (4.44).

This is anchored by the research done by Boudrias et al. (2017) [9] that states that psychological

empowerment is an active motivational orientation related to an employee's work role and feeling of being in control at work. Thus, psychologically empowered individuals view their work as having meaning and impact, and therefore they work proactively and are more resilient in their efforts. Moreover, they exhibit higher self-determination, which results in increased competencies and openness to innovation.

Structural Empowerment: A closer look at Table two (2) revealed that the level of participation in terms of structural empowerment got a 4.53 mean percentage score, which is equivalent to an excellent rating. Specifically, the respondents believed that it is challenging but contributing to work (4.53), the chance to acquire new knowledge and skills (4.62),

tasks can use all their knowledge and skills (4.52), information about the status of the institution (4.47), information about the values of senior management (4.48), information about senior management's objectives (4.47), feedback on what they do well (4.49), descriptive information about what they can improve (4.44), useful tips or problem-solving suggestions (4.47), time to do the necessary paperwork (4.49), time to fulfill the requirements of the work (4.59), help when they need it (4.65), the rewards or incentives you receive for innovations you add to your business are (4.35), the level of flexibility in their business (4.54), the visibility of their business-related activities within the organization (4.49), search for solutions to problems with colleagues (4.61), and searching for solutions to problems with administrators (4.57).

Table 2: Mean Score Level of Participation in Terms of Structural Empowerment

Indicators	Mean	Interpretation
2.1 Challenging but contributing to work	4.53	Excellent
2.2 The chance to acquire new knowledge and skills	4.62	Excellent
2.3 Tasks can use all your knowledge and skills	4.52	Excellent
2.4 Information about the status of the institution	4.47	Outstanding
2.5 Information about the values of senior management	4.48	Outstanding
2.6 Information about senior management's objectives	4.47	Outstanding
2.7 Feedback on what you do well	4.49	Outstanding
2.8 Descriptive information about what you can improve	4.44	Outstanding
2.9 Useful tips or problem-solving suggestions	4.47	Outstanding
2.10 Time to do the necessary paperwork	4.49	Outstanding
2.11 Time to fulfill the requirements of the work	4.59	Excellent
2.12 Help when you need it	4.65	Excellent
2.13 The rewards or incentives you receive for innovations you add to your business are	4.35	Outstanding
2.14 The level of flexibility in your business is	4.54	Excellent
2.15 The visibility of your business-related activities within the organization is	4.49	Outstanding
2.16 Search for solutions to problems with colleagues	4.61	Excellent
2.17 Searching for solutions to problems with administrators	4.57	Excellent
Average Mean	4.52	Excellent

The result also reflects on Chito's 2018 study, which states that organizational development is possible only because of improved quality of work-life through the implementation of training programs. A high degree of quality of work-life in the

organization results in increased profits, higher employment, and enhanced demand in the market. Improving the quality of work-life is a continuous and progressive process of the organization.

Table 3: Mean Score Organizational Development in Terms of Goal Setting

Indicators	Mean	Interpretation
3.1 Our organization has long-term, dedicated fiscal support for our evaluation activities.	4.55	Excellent
3.2 Most of our work must adhere to formal rules and procedures.	4.65	Excellent
3.3 New ways of working would prevent me from achieving my goals in the company	4.39	Outstanding

3.4 Conduct strategic planning.	4.48	Outstanding
3.5 Establish performance targets (e.g., serve 200 people, 80% complete training).	4.49	Outstanding
Average Mean	4.51	Excellent

Goal Setting: It may be perused in Table three (3) that the level of participation in terms of goal setting got a 4.51 mean percentage score which can be verbally interpreted as excellent. This was displayed by the following indicators: the organization has long-term, dedicated fiscal support for their evaluation activities (4.55), most of their work must adhere to formal rules and procedures (4.65), new ways of working would prevent them from achieving their goals in the company (4.39), conduct strategic planning (4.48), and establish performance targets (e.g., serve 200 people, 80% complete training) (4.49).

always regarded as developing in career-enhancing skills, which leads to employee motivation and retention. There is no doubt that a well-trained and developed staff will be a valuable asset to the company and, thereby, will increase the chances of their efficiency and effectiveness in discharging their duties. Training is a learning experience that has the capacity to make positive changes and achieve the desired objectives of the organization. It improves the ability of the employee to perform the job efficiently and with excellence. Training and development programs are the basic structural and functional foundations for the development of employees.

This can be explained in the study of Hernando, (2016) [32] which discussed that employees are

Table 4: Mean Score Organizational Development in Terms of Staff Development

Indicators	Mean	Interpretation
3.6 Staff in this organization are provided with work-related skills training.	4.62	Excellent
3.7 The skills training that staff receive can be applied to improve their work.	4.58	Excellent
3.8 Staff in this organization are encouraged to continuously upgrade and increase their knowledge and education levels.	4.53	Excellent
3.9 Staff are well dispensed on the field of their expertise.	4.54	Excellent
Average Mean	4.57	Excellent

Staff Development: Data analysis in table four (4) showed that the organizational development in terms of staff development got an excellent rating or 4.57 mean percentage score. This was specified through: staff in this organization are provided with work-related skills training (4.62), the skills training that staff receive can be applied to improve their work (4.58), staff in this organization are encouraged to continuously upgrade and increase their knowledge and education levels (4.53), staff are well dispensed on the field of their expertise (4.54). This reflects on Reyes's 2019 explanation

that staff development proved to be a parameter for enhancing the ability of the workforce to achieving the organizational objectives. Good training programs thus result in conquering the essential goals for business. Hence, training is significant for giving a dynamic approach to the organization. This dynamic approach is necessary because every organization that adopts a controlled way of functioning may not be able to deliver consistent results, but a dynamic and flexible organization may do so.

Table 5: Mean Score Organizational Development in Terms of Continuous Improvement

Indicators	Mean	Interpretation
3.10 The organization provide with the basic tools/resources to support improvement of staff and workplace.	4.52	Excellent
3.11 The organization provides training and workshops that enables to upgrade employees' skills.	4.62	Excellent
3.12 The organization develop technical skills for doing evaluation (e.g., instrument development, data collection and analysis)	4.52	Excellent
3.13 The organization provides the resources and formation for its adequate development	4.56	Excellent
Average Mean	4.55	Excellent

Continuous Improvement: Revealed that the organizational development in terms of continuous improvement replace an excellent rating as shown by a 4.55 mean percentage score. Particularly, the organization provides the basic tools/resources to support the improvement of staff and workplace (4.52), provides training and workshops that enable to upgrade employees' skills (4.62), develop technical skills for doing an evaluation (e.g., instrument development, data collection, and analysis) (4.52), and provide the resources and formation for its adequate development (4.56). In a 2017 study, Leon explained to him that organizations with effective continuous

improvement initiatives have a cohesive and quick process to improve their competitive advantage, performance, and success.

Change Management: It may be gleaned that the organizational development in terms of change management got an excellent rating as shown by 4.49 mean percentage score. This was shown by the ability of the organization to: strengthen the sense of belonging of the employees towards the company (4.56), favor the cooperative process in the organization (4.49), insufficient to be satisfied and work motivated (4.41), promotes acting according to organizational values (4.49).

Table 6: Mean Score Organizational Development in Terms of Change Management

Indicators	Mean	Interpretation
3.14 The organizational change strengthens the sense of belonging of the employees towards the company	4.56	Excellent
3.15 The organizational change favors the cooperative process in the organization	4.49	Outstanding
3.16 The organizational changes are insufficient to be satisfied and work motivated	4.41	Outstanding
3.17 The organizational change promotes acting according to organizational values	4.49	Outstanding
Average Mean	4.49	Outstanding

The result was supported by Flores in a 2017 study, which states that change management cannot be an ad hoc performance but is a crucial skill for leaders and managers. It should be a structured process of managing people, processes, and technology in

response to the changing environment, so as to align business strategies with external changes and keep competitive. Leaders should become role models and demonstrate what is expected from employees in relation to the change.

Table 7: Relationship between Employee Empowerment and Organization Development

Variables		Psychological Empowerment	Structural Empowerment	Organizational Development
Psychological Empowerment	Pearson Correlation	1	.748**	.631**
	Sig. (2-tailed)		0	0
	N	103	103	102
Structural Empowerment	Pearson Correlation	.748**	1	.732**
	Sig. (2-tailed)	0		0
	N	103	103	102
Organizational Development	Pearson Correlation	.631**	.732**	1
	Sig. (2-tailed)	0	0	
	N	102	102	102

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

Table seven (7) showed that the p-values for the correlation coefficients between the level of participation (psychological empowerment and structural empowerment) and organizational development are less than 0.01 indicating that they are significant. Hence, the null hypothesis is rejected. Therefore, there is a significant correlation between the level of participation and organizational development.

The result was also supported by Wadhwa and Verghese in their 2017 study, which states that employees who believe their work environment provides access to these factors, which are creating conditions for work effectiveness, ensure employees have access to the information, support, and resources necessary to accomplish work are provided on-going and opportunities for development and resources are empowered.

Contributions Drawn from the Findings of the Study

A number of insights were drawn from the findings of the study, such as:

1. The study focused on offering exceptional support as the underpinning for how workers might aid the hierarchy's development by strengthening rouses' representations.
2. The organization becomes more conscious of the relevance of staff development in achieving organizational goals. The findings of the assessment could be utilized to help managers ensure that each employee's contribution to the organization's progress is recognized.
3. In order for employees to stay with their organization, it is critical that they are satisfied with their jobs. If the environment and working conditions are agreeable to them, they will perform well at work.
4. Empowering employees can still have a sense of meaning for the employee.
5. The review's results aid the organization and its employees in understanding how employee empowerment affects organizational development.
6. These findings demonstrate dedication and provide fresh avenues for future researchers to examine when settling a hierarchical course of events

Results and Discussion

Problem 1: Employee be described in the level of participation in terms of:

- 1.1. Psychological Empowerment
- 1.2. Structural Empowerment

The level of participation in terms of psychological empowerment has a computed average of 4.56 and interpreted as outstanding.

However, the level of respondents' participation in term of structural empowerment was excellent as shown computed average mean of 4.53.

Problem 2: Level of relationship of employees to organizational development in terms of:

- 2.1 Goal Setting,
- 2.2 Staff Development,
- 2.3 Continuous Improvement,
- 2.4 Change management

The level of relationship of employees to organizational development in term of goal setting was excellent that revealed by computed mean score of 4.51.

In addition, the level of relationship of employees to organizational development in term of staff development, continuous improvement, and change management was 4.57, 4.55, and 4.49 respectively and interpreted as outstanding.

Problem 3: Is there any significant relationship between employee empowerment and organizational development?

The results to the test of significant relationship of level of participation on organizational development are significant with a p - value (0.000) that is less the Cronbach's alpha (0.01).

Problem 4: Positive contributions are drawn from the findings of the study, such as:

A number of insights were drawn from the findings of the study, such as:

- The study focused on offering exceptional support as the underpinning for how workers might aid the hierarchy's development by strengthening rouses' representations.
- The organization becomes more conscious of the relevance of staff development in achieving organizational goals. The findings of the assessment could be utilized to help managers ensure that each employee's contribution to the organization's progress is recognized.
- In order for employees to stay with their organization, it is critical that they are satisfied with their jobs. If the environment and working conditions are agreeable to them, they will perform well at work.
- Empowering employees can still have a sense of meaning for the employee.
- The review's results aid the organization and its employees in understanding how employee empowerment affects organizational development.
- These findings demonstrate dedication and provide fresh avenues for future researchers to examine when settling a hierarchical course of events

Conclusion

In the light of the findings of the study, the following conclusions were drawn:

1. The employees' empowerment determined the organizational development.
2. Both psychological and structural empowerment are excellent signified excellent organizational development.
3. The null hypothesis that there is no significant relationship between participation in employee empowerment to organizational development is rejected.
4. Lastly, a number of implications are drawn from the findings of the study that can help banks' top management, bank managers, and human resource department to enhance if not to maintain, existing programs and training employees' empowerment towards sustainable excellent organizational development.

Recommendation

Based on the findings and conclusion of the study, the following recommendations are hereby offered:

1. The Banks' Top Management can provide seminars and trainings aimed at improving employee's technical capabilities, such as data analysis, the latest trends in available software, and additional security features.
2. Bank managers may give monetary rewards, in kind (rice and groceries), loans (housing loans and car loans), HMOs, and vacation leaves to efficient employees that can boost their morale and set as model to their co-workers to do tasks at the height of ones' capability.
3. The company, spearheaded by the Human Resource Development Office, could have a program for continuity and consistency regarding existing management practices. HRDO's can initiate more seminars, team building exercises, and other employee-related activities that hones employees' holistic development.
4. Employees who feel that their voices are heard at work are more likely to feel that they are empowered and perform their best at work. Although not all banks have a Collective Bargaining Agreement (CBA), it will greatly benefit employees to be able to voice their opinions without fear of being laid off.
5. As revealed, there is a significant correlation between participation and organizational development. Bank employers and employees should work together to formulate a management strategy that will benefit both parties as well as the company. Organizational design might adapt to different factors such as tight competition within banking sectors, management, and technological advancement to align the business strategies and services.
6. The theoretical insights that are derived from this study can serve as a springboard for further research and investigation in crucial areas of the banking industry.

Conflict of Interest

There is no conflict of interest between the authors in this manuscript.

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