



Participatory Decision-Making and Organisational Performance of Selected Ministries in Ondo State Civil Service

Adeigbe, Kayode Yunus¹; Ajayi, Christiana Olalounpe²; Dada, Joseph. Adegboye³; Fakorede, Toluwatope Mary⁴

¹Department of Business Administration, Joseph Ayo Babalola University, Ikeji Arakeji, Osun State, +2348033585557

²Department of Industrial Relations & Human Resource Management, Joseph Ayo Babalola University, Ikeji Arakeji, Osun State, christolad1124@gmail.com +2348036105695

³Department of Business Administration, Joseph Ayo Babalola University, Ikeji Arakeji, Osun State

⁴Department of Business Administration, Joseph Ayo Babalola University, Ikeji Arakeji, Osun State

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ABSTRACT

This study examined participatory decision making and organisational performance of selected Ministries in Ondo State, Nigeria. The descriptive research design was adopted for the study with the population of 1726 civil servants from selected ministries in Ondo State. Taro Yamane formula was used to determine the 400 sample size, the respondents were randomly selected for the study. This study administered 400 copies of questionnaire to collect data from the administrators of five selected Ministries in Ondo State, Nigeria, out of which 290 copies were returned and valid, indicating a response rate of 72.5%. The method of data analysis adopted was linear regression which was used to test the stated hypotheses for the study. The result of the study revealed that employees participation in work decision has positive impact on service quality of Ondo State Civil Service at 0.05 level of significance ($F= 174.871$, $\beta= 0.454$, $t=8.653$, $P(0.00)<.05$). Also, there was a positive relationship between consultative participation and operational efficiency of Ondo State Civil Service ($F= 94.294$, $\beta= 0.497$, $t= 9.711$, $P(0.00)<.05$). The study concluded that participatory decisions-making is a necessary requirement for organisation performance in Ondo State Civil Service. The study recommended that employees in the organisation are better informed about the challenges and opportunities and should be allowed to participate in decision making so that work decision and operational efficiency and will be enhanced and sustained.

Keywords: Participation, Decision making, Organisational, Performance, Ministries

1.0 Introduction

Every organization in the world is created with a certain goal in mind. In order to accomplish this goal, the importance of leaders in establishing the proper capacity for the organization's decisions cannot be overstated. Today's business climate is characterized by technological innovation, public demands for responsibility, and competitive challenges. These factors have compelled organizations to involve all members of the organization in decision-making, rather than just management. This incident compelled them to look for methods to deal with others in a less rigid, competitive, and adaptable manner (Abasilim, Gberevbie & Osibanjo 2019; Abdulkareem, Abdulkareem, Ishola & Akindele, 2022). Organizations are beginning to realize that their most valuable and essential resource is their personnel, and that in order for them to succeed, they must fully engage their workforce in order to produce innovative ideas and efficient new methods of operation (David, 2005; Armstrong & Taylor, 2020).

The necessity of employee engagement in decision-making is a prevalent theme in small and medium-sized businesses, guidelines, and applied research. Employee participation may be demonstrated through democratic leadership, cooperative leadership, employee involvement, and participatory decision-making (Barinu & Obah, 2022). This idea is the result of a long-term effort to increase employee involvement into organizational choices in order to meet performance targets and accomplish organizational goals. Nevertheless, management has recently faced significant challenges as a result of this. Employers who prioritize employee involvement may see an increase in dedication fulfillment, and achievement (Gannon & Sterling, 2004; Obiekwe, Zeb-Obipi, & Ejo-Orusa, 2019). The focus subsector in Nigeria has been the public sector, and little is known about how employee participation in decision-making affects organizational performance in this sector.

The public sector is receiving special attention because it is believed to be a viable tool for modernization, a source of employment, and a positive spillover effect generator since it is essential to providing services that promote people's well-being (Tybout, 2000). Employee involvement and participation in decision making are promoted for different reasons and embedded in various institutional settings across the countries. Some involvement arrangements are initiated mainly in order to improve performance, while others have productivity as one of its several objectives, along with improving the lives of people in Nigeria (Mambula, Francis & Zirra 2021).

1.1 Objectives of the Study

The specific objectives are to:

- i. determine the contribution of employees participation in work decision on service quality of Ondo State Civil Service;
- ii. ascertain the impact of consultative participation on operational efficiency of Ondo State Civil Service;

1.2 Hypotheses of the study

H₀₁: Employees participation in work decision does not have significant contribution on service quality of Ondo State Civil Service.

H₀₂: There is no significant impact between consultative participation and operational efficiency of Ondo State Civil Service.

2.0 Literature Review

2.1.1 Concept of Participatory Decision Making

Stoner, Freeman, and Gilbert (2003) define decision-making as the process of determining and choosing a plan of action to address a specific issue. It may also be described as the process of considering the possibilities and coming up with a reasoned decision. Generally speaking, participatory decision making is a process where people who would otherwise be hierarchically unequal share influence (Locke & David, 1979; Hodgkinson & William, 2008). It is the choice of a plan of action from several options. The process of sufficiently eliminating doubt and confusion about options to enable a rational decision to be made among them is another way to define decision-making. Decision-making, according to Gomez-Mejia, Balkin, and Cardy (2005), is the process of recognizing issues and opportunities and addressing them. Another way to look at it is as the study of finding and selecting options depending on the decision maker's values and preferences.

Although it converts plans, strategies, and objectives into specific actions, decision-making is essential to and a fundamental component of planning. Depending on the organization's structure, design, and scope, decisions are made by executives, managers, supervisors, unit heads, and individual workers. Numerous studies have demonstrated a beneficial relationship between employee participation and both performance and job satisfaction (Pfeffer, 1994; Gastaldo, Balducci & Peccei, 2016). When workers participate in decision-making, their motivation and job performance will inevitably increase (Likert, 1969; Astrid & Sabine (2014) Employee involvement was not a commonly accepted concept until the 1980s, when prominent academics like Lawler, Benson, and Kimmel (2013) began to appear and had a significant impact on both the academic and commercial worlds. Involvement in decision-making by employees can not only help close the communication gap but also increase their level of commitment, which will boost output.

According to Lawler, Benson, and Kimmel (2013), an organization engages in participatory decision making when it directly transfers a sizable portion of its decision-making authority to non-management parties (Hickey & Casner-Lotto, 1998). Research indicates that about 3% to 5% of organizations carry out the final decisions. Employee perspectives must be respected and taken into account by the organization when making decisions as part of participatory management. Within the framework of job activities, the three fundamental human work demands are freedom, achievement, and interpersonal interaction. The process of helping individuals of an organization develop a psychological sense of belonging is known as employee participation. Numerous studies have shown that participative management is the most effective management approach for increasing productivity.

Participatory management theories encourage managers to give employees more decision-making authority in order to increase productivity and job satisfaction. As workers advance through the ranks of the company to participate in decision-making, their engagement has an impact on job satisfaction, efficacy, and loyalty to the company (Owuor, Nyambegera & Wainaina, 2020). Other research indicates that it lowers staff turnover, raises returns on equity, enhances learning in organizational settings, improves work attitudes, boosts individual job efficiency, and decreases absences from work (Vandeberg et al., 1999; Thompson, 2002). Workers desire to be a part of a group and make decisions (Faiello, 2000). One of the primary issues with leadership that has been identified as contributing to low employee motivation, pressure, and high worker mobility is the lack of employee involvement in the decision-making process (Corsentino & Bue, 1993).

Mitchell (1973) emphasizes team decision-making in the workplace through employee involvement in decision-making, sometimes referred to as participatory decision-making. Locke and David (1979) defined participation as the process of managers and subordinates working together to make decisions. According to Abasilim et al. (2019), it is a special kind of delegation in which the subordinate receives increased freedom and authority in order to bridge the communication gap between management and staff. It explains how much staff participation there is in a company's strategic planning procedures. Employee participation levels in a company can range from high to low. Every type of employee has a definite degree of involvement, or deep employee participation in decision making, when they take part in the planning process. On the other hand, limited involvement (shallow employee participation in decision making) points to a planning process that is largely exclusive and only engages senior management (Barringer & Bluedorn, 1999). The front-line staff can have a significant influence on the planning process when there is deep employee participation in decision-making. These individuals possess the closest proximity to the client and are most equipped to facilitate the recognition of new products and services, which is a crucial aspect of the entrepreneurial process (Li, Tse & Gu, 2006). According to Kemelgor (2002), this indicates that employee involvement in the planning process for possible innovations may make it easier for the organization as a whole to recognize opportunities.

2.2 Participatory Decision Making Mechanisms and Strategies

According to Ojokuku & Sajuyigbe (2014), a number of specific practises, initiatives, and strategies have been developed to give employees opportunities for involvement in traditional bureaucratic hierarchical organisations. Usually, they were originally introduced individually or in groups, usually in a certain department inside the company. Recently, there has been a greater focus on the need to consider the implementation of participatory processes in a more systemic manner. The most well-liked forms of participation include democratic management, information-sharing forums, cooperative labor-management training programs, safety and health committees, high-quality work-life programs, teams for employee participation other than quality circles, total quality management teams, collaborative work structures with various job roles, agreements for profit-and gain-sharing, employee ownership programs, worker participation, and quality circles.

Lawler et al. (1998) and Ledford (1993) delineate four important tactics that are fundamental concerns for governance within all organizations and significantly impact the extent of employee participation. These methods include data sharing on competitive performance, company goals and plans, and global strategies relating to new technology. People lack the ability to plan, define directions, understand the effectiveness of their own and the organization's performance, and make important contributions when they lack business experience. Information sharing includes both the disclosure of information and the establishment of open lines of contact.

The acquisition of skills and knowledge to enable proficiency in leadership, quality assurance, statistical analysis, industry awareness, job competencies, and cross-training Avolio, Walumbwa, Judge & Weber 2005; David, Timothy & Jae, 2006; Cole & Godfrey (2012). With the use of this knowledge and training, staff members may understand and improve organizational performance. Employees can learn more, grow as individuals and as a team, and take on greater responsibility when they participate in systems that reward and recognize their contributions in ways that benefit the firm and are based on the performance of the organization. Specifically, the key strategies involved in identifying decisions at the point of action are collaboration in decision-making, whether through work design power-sharing practices that allow the employee to effectively use and apply their expertise and knowledge, or through concurrent structure practices like quality circles, committees, survey feedback, or recommendation systems(Frega, 2021).

2.3 Relationship between employee involvement in decision-making and organisational performance

There is mounting evidence that worker participation in decision-making is a key component of corporate performance (Spreitzer & Misra, 1999). Researchers have shown that employee involvement boosts organizational effectiveness because it can improve decision-making quality by bringing in more input and encouraging dedication to the process' results (Eneh, 2022; Efe, 2022). Employees that have more freedom in how they complete their tasks have been shown to perform exceptionally well because they feel highly fulfilled. Employee involvement frequency and organizational commitment exhibit a strong positive link, as reported by Abasilim et al. (2019). Staff involvement levels and better, long-term performance may be more closely related, according to Rao & Zaidi (2020). Although providing lower-level employees more decision-making authority is at the heart of many contemporary concepts and practices, it is still unclear how much this would boost organizational performance.

Latham, Winters and Locke (1994) contended that there is a sufficient amount of research evidence supporting the importance of employee engagement in high-quality decision making. Additionally, researchers have contended that employees' involvement in decision-making processes may mostly serve to enhance their job satisfaction and the firms' brand, rather than significantly improving the latter's performance (Sagie, 1995; Kuye & Sulaimon, 2011).

2.4 Self-Efficacy Theory

Bandura (1986) defined self-efficacy as a person's belief in their own ability to complete a task. It is sometimes referred to as social cognition or social learning (Bandura, 1997). Your confidence in your capacity to succeed increases with your level of self-efficacy. Therefore, those who have low self-efficacy are more likely to give up or reduce their effort in challenging situations, whereas those who have strong self-efficacy will make a greater effort to overcome the obstacle (Luthans, 2005). When offered the chance to participate in decision-making, employees typically ensure that the decisions they make are implemented. This is because they overcome any obstacles that may arise because they believe in their own abilities and want to show management that they are capable of handling the decision-making task.

Employee performance in this capacity is also defined as extra-role, pro-social, or citizenship activities that are more apparent to the practitioner (Bateman & Organ, 1983). Empirical research (Iyke-Ofoedu, Adaora & Adigwe, 2023) significantly supports the concept that pro-social behaviors are more likely to occur when a person experiences a widespread mood state characterized by positive impacts. Managers value citizenship behaviors because they enable staff to focus entirely on more productive duties while working without worry. In a similar vein, several empirical investigations have shown that employee engagement in decision-making does, in fact, have a significant correlation with employee mood states (Lunjew, 1994). It follows that employees who engage in decision-making and find it personally fulfilling would likely be in a good mood. Consequently, there's a good chance that these workers will feel empowered to take initiative and make decisions in the future, which will boost their self-confidence. Staff members feel crucial for leadership in the operation of the company, and this helps them feel like they belong (Keller & Dansereau, 1995). Consequently, positive employee perceptions of their management and the company lead to a higher likelihood of extra-role actions, which in turn raise the chance of organizational citizenship behaviors.

Based on the frequency of interactions, it is probable that a manager and an employee will further clarify their roles in the workplace. This could imply that there isn't going to be any role misunderstanding because the staff members are aware of their responsibilities and jobs. Exchanges between leaders

and members can also give them a forum to discuss any queries or worries they may have about their jobs, which is thought to boost confidence and competence in performing duties. Consequently, one may argue that the worker's self-efficacy increases. Studies have indicated that individuals with elevated levels of self-efficacy frequently accomplish their objectives. Consequently, this positively affects the employee's performance at work by raising the possibility that they will go above and beyond what is required of them.

2.5 The Behavioural Theory

Koontz and Weihrich (2005) note that while many scholars have contributed to this notion, Elton Mayo is particularly notable. Behaviorist theory originated with the Hawthorne Works Experiment, which took place at the Western Electric Company in the United States of America in the early to late 1920s. This experiment served as the impetus for the movement to improve human relations. Elton Mayo and his colleagues' findings may contradict Taylor's views that science was in charge and that the best output was found in one particular way. The Hawthorne studies examined how workers' productivity was impacted by lighting. After failing to discover a clear correlation between light intensity and performance, these research turned their attention to other factors. Free lunches, rest periods, and the number of hours worked in a workweek were some of the factors that Elton Mayo considered when working with a group of women. Every one of these changes leads to an improvement in performance.

Judge, Bono, Crandall and Burke (2002) and Deci and Ryan (2000) assert that the investigations revealed five things. First, performance is aided by work satisfaction, and performance is essentially not based solely on economic factors; rather, improving performance is more dependent on working conditions and attitudes, as well as on communications, supportive management, and encouragement. Second, it disapproved of Taylorism's emphasis on workers' self-interest and its assertion that financial incentives serve as the ultimate motivator. Third, extensive studies involving more than 20,000 workers revealed overwhelmingly positive responses to, for instance, changes in the working environment (such as better lighting, new welfare facilities, and recognition and encouragement from leadership and management). Fourth, social circles have a significant influence, which emphasizes the significance of informal groupings among individuals who act in ways that are designed to protect their own personal gain or a desire to survive.

These findings demonstrated the critical role that an organisation's social structure and groups play in influencing efficiency levels. This result prompted calls for increased worker involvement in organisational decision-making, increased trust and openness in the workplace, and increased focus on teams and groups in the workplace. The management team and human resources department were advocating that the human relations movement had the most influence on workers. Mayo's work in the middle of the 1920s is where the concepts of "participatory leadership," "team dynamics," and corporate "social network" first appeared. Consequently, it is possible to draw the inference that increased productivity and strong performance will be attained as a result of improved motivation, which can be dependent on the degree of individual, personal focus received through involvement in managerial decisions.

2.6 Empirical Review

Tonye and Tonye (2023) investigated the service delivery and financial accountability systems in the Nigerian state of Bayelsa, specifically in the Kolokuma/Opokuma Local Government Area. Five research questions and five hypotheses were utilized to direct the investigation in order to achieve this. 340 workers from the Bayelsa State local government area of Kolokuma/Opokuma were surveyed for this study. Five-fifths of the population, or 187, were chosen using a simple random selection procedure. The sample size for the investigation was determined using Taro Yamane's sample size computation. A questionnaire was utilized to collect data. The instrument's reliability was evaluated using Cronbach Alpha, which gave financial accountability mechanisms a score of 0.99 and service supply a score of 0.97. With a score of 0.97 for service delivery and 0.99 for financial accountability systems, Cronbach Alpha was utilized to evaluate the instrument's reliability. The data were analyzed using frequency counts, percentages, and SPSS version 23 to determine the mean and standard deviation. Person's product-moment correlation coefficient was used at 0.05 significant levels to test hypotheses concurrently. The study found that there were high levels of service delivery along with high levels of good governance, financial responsibility, transparency, and budget performance. The study finds a significant relationship between service delivery, internally and externally produced revenue, budget performance, and financial accountability. The study also identifies this connection. It was suggested that the council strengthen the several financial accountability measures in order to preserve high-quality service delivery in local government.

Adu and Opawole (2020) looked into whether effective collaboration among the players in the South-Southern Nigerian construction industry is required. The study's data was gathered using 420 standardized questionnaires that were distributed to a sample of project participants who were from customers', contractors', and consultants' organizations in the South-Southern region of Nigeria. The data obtained were assessed using the Kruskal-Wallis rank test, mean item scores, and percentage. As demonstrated by the findings, group dynamics, leadership skills, and support from upper management were all necessary for effective cooperation. The three biggest barriers to good teamwork have been demonstrated to be poor leadership, a lack of rapport among team members, and poor communication. The results show that all businesses—clients, consultants, and contractors—are equally aware of the benefits and challenges of working as a team to complete building projects. Effective project teams should be created by interested parties during the planning and execution phases of construction projects in order to boost project performance. To do this, one could use the provided empirical data on the characteristics and challenges.

Yusuf (2022) looked on how joint consultation affected employees' job satisfaction in the insurance sector. Using Krejcie and Morgan's sample size determination algorithm, the study selected an 86-person sample size from a population of 110 employees, utilizing the survey research methodology. Thirteen of the seventy-three correctly completed questionnaire copies were not usable. Two hypotheses were assessed using the partial least square structural equation model, SMARTPLS 3.2.2, and SPSS version 25. The result showed how cooperative efforts affect employees' job happiness. At the 0.05 level, there is no statistical significance found in the P values for the two investigated hypotheses. This led to the acceptance of the alternative

hypothesis. Among other recommendations made by the report were that companies consider collaborative consultation as a means of raising employee satisfaction. Furthermore, greater investigation into collaborative consulting with the use of alternative job contentment indicators is required.

3.0 Methodology

Primary source of data was used to gather information. The total population of this study was workers in Ondo State Civil Service Commission which is 25,731 in number. Population figure of five ministries which totaled as 1726 is going to be used to determine the outcome of this study. The descriptive research design was adopted for the study with the population of 1726 civil servants from selected ministries in Ondo State. Taro Yamane formula was used to determine the 400 sample size, the respondents were randomly selected for the study. This study administered 400 copies of questionnaire to collect data from the administrators of five selected Ministries in Ondo State, Nigeria, out of which 290 copies were returned and valid, indicating a response rate of 72.5%. The method of data analysis adopted was linear regression which was used to test the stated hypotheses for the study.

4.0 Analysis of Data and Discussion of Findings

Table 1: Perception of respondents on participatory work decision in the study area

S/N	Variable	SA	A	U	D	SD	N	Mean	STD
1	Employees participate directly in decision making in my ministry	50 (17.2)	130 (44.8)	45 (15.5)	60 (20.7)	5 (1.7)	290	3.55	1.055
2	Employees have influence on job decision in my ministry	50 (17.2)	150 (51.7)	40 (13.8)	45 (15.5)	5 (1.7)	290	3.67	0.991
3	This ministry gives opportunity for positive contribution in the decision making	105 (36.2)	165 (56.9)	10 (3.4)	10 (3.4)		290	4.26	0.685

Source: Field Survey (2023)

Table 1 presents the mean and standard deviation results computed for the variable of participation work decision. From the table, it was found that 62% of the respondents agreed that employees participate directly in decision making in their ministry. The mean value computed for the perception question was 3.55 while standard deviation value is 1.055 which indicated just a slight high variation from the mean. For an organisation to work effectively and perform creditably well, all parties must join hands in taking decision and make the decision work.

The table revealed that 68.9% of the respondents agreed that employees have influence on job decision in their ministry. The mean value computed for the perception question was 3.67 while standard deviation value is 0.991 which indicated just a slight variation from the mean. It can be said that participatory decision by the employees in decision making and the adoption of their contributions influence overall performance of the study area.

Finally, from table 4.3, 93.1% of the respondents agreed that his ministry gives opportunity for positive contribution in the decision making from the employees. The mean value computed for the perception question was 4.26 while standard deviation value is 0.685 which indicated just a slight variation from the mean. Providing enabling environment for the employees to positively contribute to decision making in an organisation make the contributions of the employees count and also enhance the performance of the organisation.

Table 2 Perception of respondents on quality service provided in the study area

S/N	Variable	SA	A	U	D	SD	N	Mean	STD
1	There are formal meetings with employees in my ministry	125 (43.1)	155 (53.4)	10 (3.4)	-	-	290	4.4	0.556
2	The service quality in my ministry is excellent	100 (34.5)	150 (51.7)	30 (10.3)	10 (3.4)	-	290	4.17	0.747
3	Day-to-day decisions show that quality and improvement are top priorities	105 (36.2)	160 (55.2)	15 (5.2)	10 (3.4)		290	4.24	0.704

Source: Field Survey, (2023)

Table 2 presents the mean and standard deviation results calculated for the variable of quality service. The table revealed that 96.5% of the respondents agreed that there are formal meetings with employees in my ministry. The mean value computed for the perception question was 4.4 while standard

deviation value is 0.556 which indicated just a slight variation from the mean. Having regular meetings in the ministry will bring about quick resolutions of challenges and sharpening the strategies to effect or enhance performance of the organisation.

It was found that 86.2% of the respondents agreed that service quality in my ministry is excellent. The mean value computed for the perception question was of 4.17 and it was far greater than the acceptable mean of 3.00 with a standard deviation of 0.747 that indicated a slight variation from the mean. In line with the earlier assertion, quality service can only be achieved through collaborations from meeting regularly.

It was found that 91.4% of the respondents agreed that day-to-day decisions show that quality and improvement are top priorities. The mean value computed for the perception question was of 4.24 and it was far greater if compared to acceptable mean of 3.00 with a standard deviation of 0.704 which indicated a slight variation from the mean. The implication of this is that challenges that may arise from job activities will be quickly resolved before it escalate which day-to-day decision making is top priorities make efficient quality service possible.

Table 3: Perception of respondents on consultative participation in the study area

S/N	Variable	SA	A	U	D	SD	N	Mean	STD
1	There is establishment of relevant team meant to tackle problems in my ministry	80 (27.6)	165 (56.9)	30 (10.3)	15 (5.2)	-	290	4.07	0.764
2	Specialists in the ministry are consulted before making major decision	110 (37.9)	145 (50.0)	25 (8.6)	10 (3.4)	-	290	4.22	0.745
3	Consultation is regularly use in my ministry	90 (31.0)	130 (44.8)	30 (10.3)	40 (31.8)	-	290	3.93	0.982
4	The decisions are made jointly with other Units	80 (27.6)	140 (48.3)	35 (12.1)	35 (12.1)	-	290	3.91	0.935

Source: Field Survey, (2023)

Table 3 presents the mean and standard deviation results calculated for the variable of consultative participation. In the table, it was found that 84.5% of the respondents agreed that there is involvement of teams meant to find solutions to problems in my ministry. The mean value computed for the perception question was 4.07 while standard deviation value is 0.764 which indicated just a slight variation from the mean. Relevant small group formation among the employees will hasten new idea generation and prompt attention to issues which will lead to organisation performance.

The results also from the table show that 87.9% of the respondents agree with the fact that specialists in the ministry are consulted before making major decision. The mean value computed for the perception question was 4.22 while standard deviation value is 0.745 which indicated just a slight high variation from the mean. This is a wise attempt as different career officers form part of the employees. These career officers will help in proffering solution in their area of specializations and these will make the organisation to perform very well in all areas of task execution.

Furthermore, 75.8% of the respondents in the study area agree that consultation is regularly use in my ministry with the mean value computed for the perception question of 3.93 which was greater if compared to acceptable mean of 3.00 with a standard deviation of 0.982 that indicated just a slight high variation from the mean. Regular consultation in the course of making decision can only improve the decision process and also help the organisation to perform better because wrong decision making that will lead the organisation to wrong path will be prevented.

Table 3 also revealed that 75.9% of the respondents agree that the choices in the organisation are made jointly with other Units. The mean value of this perception is 3.91 while standard deviation value is 0.935 that indicated just a slight high variation from the mean.

Table 4: Perception of respondents on operational efficiency in the study area

S/N	Variable	SA	A	U	D	SD	N	Mean	STD
1.	I wish to put extra effort if my boss empower me to get involved in setting work goal	145 (50.0)	140 (48.3)	-	-	5 (1.7)	290	4.47	0.675
2.	I will go extra mile to achieve my ministry's goal, if I am trusted to make contribution and suggestions	175 (60.3)	105 (36.2)	10 (3.4)	-	-	290	4.57	0.562
3.	I will work joyfully in achieving my given task	150 (51.7)	135 (46.6)	5 (1.7)	-	-	290	4.50	0.534

4.	The treatment receives from my boss influence my work operational efficiency	130 (48.8)	135 (46.6)	10 (3.4)	15 (5.2)	-	290	4.31	0.772
5.	Subordinate will put in their best if they contribute to the decisions that concern their operations	145 (50.0)	130 (44.8)	15 (5.2)	-	-	290	4.45	0.593

Source: Field Survey, (2023)

Table 4 shows the result calculated for the variable of operational efficiency. In the table, it was revealed that 98.3% of the respondents agreed that they will put extra effort in their work if their boss empowers them to get involved in setting work goal. The mean value computed for the perception question was 4.45 while standard deviation value is 0.675 which indicated just a slight variation from the mean. Empowerment in times of extra opportunity for additional income can serve as motivation for better performance as seen with a very high percentage of the respondents agreeing with this fact.

The respondents with 96.5% in the study area also agree with the fact that they will go extra mile to achieve their ministry's goal, if trusted to make contribution and suggestions. The mean value calculated for the perception question was 4.57 while standard deviation value of 0.562 which indicated just a slight variation from the mean. Trust represent a great sense of belonging and integrity, if entrusted upon a person which can make someone to go extra mile in working for the achievement of organisation where the means of livelihood is gotten.

98.3% of the respondents agree to work joyfully in achieving my given task. The mean value computed for the perception question was 4.50 while standard deviation value is 0.534 which indicated just a slight variation from the mean. The joyful mind of employees definitely will transform to better performance of the study area.

From table 4.5, it was found that 95.4% of the respondents agree that treatment receives from their boss influence their work operational efficiency. The mean value computed for the perception question was 4.31 while standard deviation value is 0.772 which indicated just a slight variation from the mean. Employees that operate where the superior have a good relationship with their subordinates will work as a team and produce a higher synergy in its effect in work performance. Better treatment of employees will also result in higher performance as asserted by higher percentage found in the study area agreeing with the test item.

Lastly, 94.8% of the respondents agree that subordinate will put in their best while contributing to the decisions that concern their operations. Also the mean value computed for the perception question was 4.45 while standard deviation value is 0593 which indicated just a slight variation from the mean. This assertion from the employees can only bring about higher performance of the study area.

Test of Hypotheses

H_{01} : participatory work decision does not have significant effect on service quality of the organisation.

Table 5 ANOVA Table for Objective 1

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig
Regression	132.994	1	132.994	174.871	0.000
Residual	571.575	288	1.776		
Total	644.569	289			

a. Dependent variable: Quality Service

b. Predictors: (Constant), Participatory Work Decision

Source: Author's Computation (2023)

Table 5 presented the result of the ANOVA test computed for the null hypothesis one. The table shows that ($F=174.871$, $p>0.05$) calculated at 5% significant level. This means that the null hypothesis which stated that employees' participation do not have significant effect on service quality was rejected. On this basis, it was saved to assert that there were significant evidences that showed employees' participation in decision making process had a significant effect on service delivery in the study area.

The ability of employees in enhancing service delivery through effective participation might be enhanced greatly without which productivity and service delivery might not be possible.

Table 6: Regression Table for Objective 1

Model			Std. Coeff.	t	Sig
	B	Std. Error	Beta		
Constant	9.007	0.446		20.176	0.000
Participatory Work Decision	0.331	0.038	0.454	8.653	0.000

a. Dependent variable: Quality Service

Source: Author's Computation, (2023)

Table 4.11 presents the regression result obtained for the test of hypothesis one. From the table, it was found that ($t=8.653$, $p>0.05$) calculated at (5%) level of significant. Also, the value of beta coefficient is 0.454, which is also significant at 5%. Since the value is positive, the implication is that participatory work decision had a positive effect on quality service. A unit increase in participatory work service will lead to 45% increase in quality service delivery of employees in the organisation. A team work of employees will bring about synergy that will positively affect quality service and productivity in the study area.

H_{02} : There is no relationship between consultative participation and operational efficiency.

Table 7: ANOVA table for objective 2

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig
Regression	347.270	1	347.270	94.294	0.000
Residual	1060.661	288	3.683		
Total	1407.931	289			

a. Dependent variable: Operational Efficiency

b. Predictors: (Constant), Consultative Participation

Source: Author's Computation, (2023)

Table 7 presents the result of the ANOVA test computed for the null hypothesis two. In the table, it was revealed that ($F=94.294$, $p>0.05$) calculated at 5% significant level. This means that the null hypothesis which stated that there is no relationship between consultative participation and operational efficiency in the study area was rejected. On this basis, it was asserted that there were significant evidences that there exist a relationship between consultative participation and operational efficiency in the study area.

Consultative participation of employees will result into better operational efficiency as asserted in earlier findings. It is only through this better efficiency in work place can be achieved.

Table 8: Regression Table for Objective 2

Model			Std. Coeff.	t	Sig
	B	Std. Error	Beta		
Constant	15.348	0.772		21.250	0.000
Consultative Participation	0.429	0.044	0.497	9.711	0.000

a. Dependent variable: Operational Efficiency

Source: Author's Computation, (2023)

Table 8 presents the regression result obtained for the test of hypothesis two. From the table, it shows that ($t=9.711$, $p>0.05$) calculated for consultative participation at (5%) level of significant. Also, the value of beta coefficient is 0.497, which is also significant at 5%. Since the value is positive, the implication is that consultative participation had a positive relationship and effect on operational efficiency. A unit increase in consultative participation will lead to 50% increase in operational efficiency of employees in the organisation. Work verification through consultation will ensure that mistakes are avoided and the production processes as two better heads are better than one.

5.2 Conclusion and Recommendations

It has been clearly shown that whenever employees participate in work decision, its effect is positive on service quality in Ondo State Civil Service. This evidence was noted in increases in the quality of services rendered in the Civil Service as a result of involvement of employees in the work decision.

Consultative participation had a positive effect on operational efficiency of the employees of the civil service. This impact might be felt by these effective operational process that show low bureaucratic delay.

5.3 Recommendations

Employees in the organisation are better informed about the challenges and opportunities and should be allowed to participate in decision making so that quality service will be enhanced always.

Consultative participation among employees in an organisation should always be encouraged so the operational efficiency is guaranteed.

5.4 Contributions to Knowledge

This study supplied information on the contribution of participation in work decision on service quality in Ondo State Civil Service. It also shed light regarding the impact of consultative participation and operational efficiency in Ondo State Civil Service. It specifically stated the impact of short term participation on productivity in Ondo State Civil Service.

5.5 Limitations of the Study

This study has certain limitations. The study adopted a survey design which involves asking a large sample of respondents a standard set of questions. Though this method permits the retrieval of large amount of data at a lower cost, sampling bias may affect results. Also, accuracy of response is dependent on the willingness of the respondents to answer truthfully and completely. Also, due to lack of funds and the level of insecurity in the country, the researcher could not expand the scope of the study beyond the area studied.

5.6 Suggestions for further study

The research can be done in other geopolitical zones besides Ondo State, Nigeria. The further research can also be done in other government parastatal besides the Civil Service. Also, the research can be done in manufacturing and telecommunication sector of the country.

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