

## **Participatory Decision-Making and Organizational Productivity: A Study of the Delta State Public Service**

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### **Abstract**

The study examined the connection between participatory decision-making and organizational productivity in Delta State public service. The study specifically examined the effects of employee involvement, commitment, and consultation on organizational productivity in the public service of Delta State. Data was gathered through the survey research design, which involved 643 employees being surveyed. Out of the 643 questionnaires distributed, only 478 were retrieved and analyzed. The investigation's primary theoretical framework was value chain theory. The theory explains how organization can improve quality of decision-making and create superior value to promote organizational productivity. Statistical Package for Social Science (SPSS) version 23 was used to analyze the data using percentages, frequency, Pearson's coefficient of correlation, and linear regression. According to the study's findings, organizational productivity in Delta State public service is positively and statistically impacted by participatory decision-making, which involves employee commitment, involvement, and consultation. The study came to the conclusion that employee involvement in decision-making significantly affects organizational productivity based on these findings. Therefore, the study suggests, among other things, that the Delta State public service management should determine and set a scope and level of employee participation in decision-making. The focus here should be on collective bargaining and proper employee recognition through job enrichment in order to affect organizational commitment. Workers should be empowered to take charge of their tasks and engage in decision-making. Their working relationships and workflow will both be greatly enhanced by this.

**Keywords:** participatory decision-making; organizational productivity; employee involvement; commitment; consultation

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### **Introduction**

Whether Nigerian industry adopts participatory decision making processes is a topic of much debate. A handful of organizations exist in Nigeria that promotes participatory decision-making, and the government has previously authorized it with laws. Surprisingly, there are Nigerian management writers who believe it does not exist or is not genuine. According to Nwanah, Ofobruku, Okafor, and Mba (2019), their rationale is that obtaining the fundamental requirements for empowering participation in Nigeria is unattainable. Developed countries like the United States, Germany, Japan, Yugoslavia, and Britain are familiar with participatory management. In Germany, it is called co-determination; in Britain and Yugoslavia, it is called joint consultation and self-management. However, Ezeanolue and Ezeanyim (2020) contend that underdevelopment, a lack of experience with democratic processes, political unrest, and economic instability brought on by the federal government's frequent changes to economic policy are the reasons why real participatory management does not and cannot exist. Due to its time-consuming nature and the cost of providing employees with the necessary training to enable them to participate, participatory decision making is only feasible in stable economic environments. Additionally, Nigerian workers' dissatisfaction with their jobs discourages participatory management. Instead of the job itself, they are more interested in what the employer will offer them in the form of pay and other benefits. There is no way that such attitudes can lead to successful involvement.

Employee involvement, according to Kamau and Chege (2014) and Okereka (2015), is a complex concept that affects every aspect of human resource management. When problems related to human resources are not handled properly, workers become disengaged from their work. A cursory examination of Delta State Civil Service today reveals a lack of qualified employees as well as a lack of dedication and commitment on the part of civil servants. Low productivity, unhappiness among employees, and a decline in integrity, professional values, and ethics are the results. The Delta State Civil Service Commission's leaders face a significant obstacle as a result of Delta State's deficient and unfulfilled civil service. While it is true that the success or failure of Delta State civil service depends largely on the calibre of civil servants in the system, it is also true that the overall success in turn depends on effective leadership style and effective participation in decision-making. Delta State Civil Service is currently facing a number of difficulties, including low employee pay, salary delays, and instances of workers arriving late for work as well as inadequate staff training. All

these resulted in low level of performance exhibited by workers in the civil service, inefficient public service leadership and lack of workers' participation in decision-making. Determining the effect of participatory decision-making on organizational productivity in Delta State public service was the study's main goal.

### Research Hypotheses

These hypotheses guide this study:

H<sub>1</sub>: There is no significant relationship between employee involvement and organizational productivity in Delta State public service.

H<sub>2</sub>: There is not significant relationship between employee commitment on organizational productivity in Delta State public service.

H<sub>3</sub>: There is not significant relationship between employee consultation impacts organizational productivity in Delta State public service.

### Literature Review

According to Oyebamiji (2018), worker participation is the process of empowering and involving employees to use their ideas to create value and increase organizational productivity. When management gives employees the freedom to make decisions and when their recommendations are carried out, they are happy. Employee self-esteem rose as a result, and the organization performed better (Okiomah, 2020). The organization's need to involve subordinates in decision-making stems primarily from concerns about morale and productivity. To put it simply, increased participation of subordinates in decision-making and the stimulation of their ideas lead to improvements in productivity. Any organization's ability to produce effectively is largely dependent on how well its employees perform; as a result, employee competency is a necessary component of the business and shouldn't be overlooked or underestimated (Janes, Thompson & Christopher, 2018). Every manager in the E&E sector values excellent organizational productivity above all else. Research has shown that investments in employee training boost organizational productivity (Okolie & Ojomo, 2020). This makes organizational productivity a crucial metric to measure.

Enhancing organizational productivity requires a methodical approach to carrying out a task or idea in an efficient and competent manner (Neely, 2017). Because of this, it's critical for organizations to develop their workers' skills and competencies through decision-making involvement in order to increase overall productivity. According to Khattak, Igbal, and Bashir (2012), removing barriers from people's lives to enable them to perform their jobs more successfully will unquestionably result in the biggest increase in productivity. By engaging them in the organization's matters that affect them, you can uncover the true secret to productivity people. The notion of employee participation underscores the necessity of collaboration between employers and employees, as well as the inclusion of employees in management decision-making processes. It is commonly accepted that employee engagement may have an impact on productivity, giving an organization a competitive edge (Bhatti & Qureshi, 2007; Okereka, & Okolie, 2022). Employee participation is encouraged in high-performing, successful organizations because motivated staff members are more inclined to participate in goal-setting, problem-solving, and decision-making processes, all of which lead to improved performance (Bendix, 2001).

### Employee Involvement and Organizational Productivity

Employee involvement, as defined by Lawler (1986), is the main topic of discussion, and it is done so within the arrangement of HR procedures that makes up a system of outstanding work. This choice was made since the practices do offer a wealth of information about the values and cultures that organizations uphold. Work practices that contribute to improved organizational performance are comprised of HPWS (Boxall & Macky, 2009; Orhero, Okereka & Okolie, 2023). The authors went on to say that work practices are related to the way the work is structured, including its typical framework and the chances that come with it for problem-solving and process-related change management. Four essential components that encourage worker involvement can be used to characterize employee involvement, according to Cumming and Worley (2005). They are outlined below.

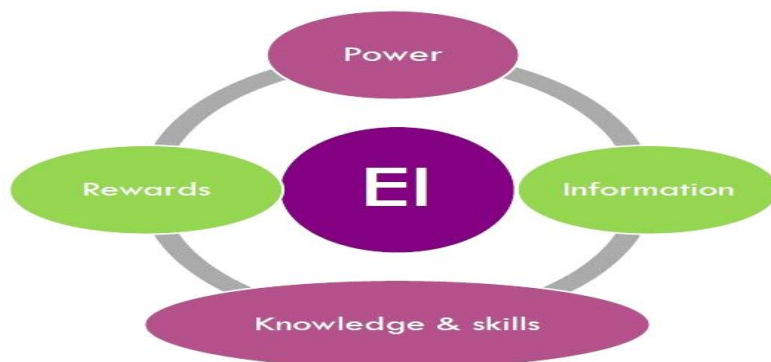


Figure 1: Key elements of Employee Involvement in organization  
Source: Cummings and Worley, 2009

1. Power: The degree to which authority and influence are internalized inside the organization.
2. Information: The level of relevant information supplied to members.
3. Knowledge and Skills: The degree to which members possess pertinent knowledge and abilities as well as the chance to acquire them.
4. Rewards: The degree to which chances for both internal and external rewards are dependent on performance.

Asokk et al. (2021) listed six methods that managers could use to involve staff members. These consist of involving them in work decisions, granting them some degree of authority, placing them in positions of representation, seeking their advice and opinions, conversing with them casually, and requiring them to participate in infrequent short-term management tasks. Workplace policies that promote employee involvement may have an effect on organizational productivity, a performance measure, and organizational commitment. According to Amah's (2012) research, employee involvement positively affects an organization's market share, productivity, and profitability. Agwu and Olele (2014) discovered that employee commitment to the organizations they work for rises when they participate in decision-making and this result in increased productivity for the organizations. This finding was made in a study on the impact of participatory decision-making on organizations' productivity at Julius Berger Nigeria Plc. Like other HR policies and procedures, direct involvement shapes employees' perspectives, which in turn encourages behaviour that benefits organizational productivity. Examples of this behaviour include decreased absenteeism and turnover, increased productivity, and higher-quality products (Nooraie, 2012). According to a meta-analysis conducted by Meyer, Stanley, Herscovitch, and Topolnytsky (2002), commitment has a significant impact on employee health and well-being, absenteeism, turnover, and task and extra-role performance. These final outcomes eventually affect the productivity of the organization. The goal of employee involvement is to give members more say in decisions that impact the health of the organization and its workers. The phrase "employee involvement" refers to a variety of strategies used to increase participation in pertinent workplace decisions (Cumming & Worley, 2005). Employee involvement results in increased employee's performance improvements and more responsive decision-making in organizations (Erude, Igere & Okereka, 2023).

#### **Employee Commitment and Organizational Productivity**

The psychological state or sense of duty that underpins an employee's relationship with their work tasks is known as employee commitment. It alludes to a pledge or oath that ties an employee and others together in completing tasks for work. Because employee commitment is necessary to raise the bar for organizational performance, it is very important. It demonstrated how much staff members understood the company mission statement and effectively supported it (Manning & Curtis, 2009; Okereka, 2016). According to Marchington's (2004) argument, involving employees in decision-making processes increases their commitment to the workplace and helps the organization improve the quality of decisions made. Khan (2010) suggests that in order to improve employee performance and ultimately boost organizational productivity, organizational managers should give particular attention to the factors that precede employee commitment as well as all those that encourage it. Organizations that employ successful both formal and informal employee participation practices are more likely to see positive attitudinal outcomes, such as commitment, job as well as pay satisfaction, and retention. It may be more difficult for employees to leave an organization when they have a meaningful say in the decisions and policies made there (Gogo & Okemini, 2022). Employee participation in organizational decision-making, planning, and implementation processes has a big impact on their performance because it has a big impact on how they see their relationship with their employer. Depending on whether they are given the chance to participate, this view in turn either strengthens or weakens their commitment to the organization. Once more, it typically inspires staff members to support organizational operations by allowing them to express their creativity in order to meet goals. By encouraging them to take ownership of their group's and organization's activities, it further aids in helping employees understand their roles and organizational expectations in achieving organizational goals (Chikeleze & Don-Egesimba, 2020).

In the words of Coleman (2004), employees who participate in decision-making and goal-setting processes are more likely to be dedicated to the organization's objectives. Since everyone involved contributed to the final decision on the work process, it also helps to resolve conflicts and lessen differences between the management and the employees. Moreover, mutual trust and commitment are strengthened by providing employees with greater participation-based access to management information. Once more, it increases the likelihood of achieving organizational expectations because of a clearer understanding of the intended results and how to get there. Additionally, it increases employee commitment to organizational goals because of the sense of ownership that comes from participating in the process. Luthans (2005) asserts that this sense of ownership has a very positive impact on organizational productivity. Only when the leader acts in a participative manner and makes the organization's values and goals clear will subordinates' commitment to the organization grow. Allowing subordinates to participate also builds relationships based on mutual trust, gives them energy and confidence, and gives workers the freedom to make their own decisions. These are critical leadership behaviours for happy, productive workers who have a strong sense of loyalty to the company. According to Ofobruku (2013), subordinates' dedication to the aims and objectives of the organization is positively impacted by participative administration.

#### **Employee Consultation and Organizational Productivity**

Employee opinions on issues affecting the workplace are sought after during consultation. In order to encourage employees to consider issues and offer their own ideas before decisions are made, management consults with them. It would also entail informing the staff members of the decisions made and providing an explanation for them in order to

win their cooperation. However, it is implied that managers' approval or disapproval of employee suggestions is a factor. One benefit of consultative management is that it allows management to have ongoing discussions with staff members without requiring them to go through the bureaucratic red tape that committee procedures demand (Harpreet, 2019). Managerial delegating and employee consultation have a direct impact on how employees view their workplace. Delegation, encouragement, and consultation by managers are commonly seen as variables that impact employee performance and retention. Thus, in order to improve employee perceptions, boost productivity, and increase efficiency, employee participation becomes a crucial component of organizational structure (Gogo & Okemini, 2022). Employee engagement, job satisfaction, and increased individual productivity have all been linked to increased worker engagement and delegation, which in turn improves organizational performance. One of the main factors supporting organizational employees' withdrawal and striving has been found to be a lack of employee commitment as well as consultation in decision-making, either through direct involvement or through supporters. This has led to low productivity and fatalities within the organization. Results that would not be achievable in a hierarchical structure can be achieved through employee consultation (Mokoena, 2011). There is evidence to suggest that employee involvement in coming up with innovative ideas to outperform competitors is more important for organizational success in a volatile economic climate. As a result, workers will make better use of their talents, knowledge, and skills at work and take an active role in decision-making. Thus, using employees' intellectual and creative potential for decisions that impact the organization's goals and objectives is known as employee consultation or participation (Batthi & Qureshi, 2007).

### Theoretical Framework

Numerous theories have been put forth regarding potential relationships between workers and the company. On the other hand, Michael Porter's 1985 Value Chain theory serves as the foundation for this investigation. The competitive strategies paradigm was expanded to include the idea of value chains as instruments for decision support. The value chain concept is predicated on the notion that an organization is a system composed of smaller systems, each with inputs, input transformation processes, and outputs. The execution of value chain activities impacts organizational productivity and sets costs. The value chain framework gained prominence in management theory very fast as a potent analytical tool for organizational strategic planning. Value added implies both the generation of value and value capture. Since every strategically significant action that must be completed necessitates an investment of resources, each connection in the chain of events is expected to add value (Chivaka, 2007). Similar to this, a chain player's capacity for competition and success is determined by where it is in the industry chain as well as the amount of value it can produce and acquire. The flaws in traditional management are addressed by value chain theory, which is more flexible and less able to pinpoint the elements that contribute to an organization's success (Kaplinsky & Morris, 2003).

Value chain theory is concerned with the dynamics of intricate connections within a network, where partners and collaborators are part of a value system where value creation and capture take place, increasing the organization's access to opportunities and resources (Zott, Amit & Massa, 2011). Work performance and organizational activities are linked by the value chain theory. The process of making decisions is one of the tasks that organizations carry out. It is a plan of action to address a particular issue and enhance organizational performance in the areas of problem solving, innovation, and social responsiveness in the workplace. This theory goes on to explain how an organization can enhance decision-making quality and produce superior value in order to boost productivity (Kaplinsky & Morris, 2003). One of the main theories that support the connection between organizational productivity and participative management is the value chain theory. Because it concentrated on the topic at hand, the value chain theory is inviolable in this investigation. It clarifies the authority and power dynamics that govern the distribution of material, financial, and human resources within an organization as well as the degree to which workers are allowed to participate in decision-making processes within the organization (Gereffi, 1994).

The value chain theory is a useful instrument for examining progressive policies, and organizations have been shown to need to make effective interventions in order to address the problems that their employees face. The theory makes the assumption that greater participation will probably result in a greater sense of efficiency among regular people. This helps to enhance their capacity to influence public policy and provide them a stronger sense of control over their work-related duties. More involvement in one area of life essentially translates into more involvement in other areas, like the workplace. As a result, the effectiveness of the decisions that an organization makes determines whether it succeeds or fails. As a result, better decisions are made when an organization performs better in comparison. Any organization that wants to increase its competitiveness in the decision-making process and produce superior value (organizational productivity) must employ value chain theory.

### Materials & Methods

In this work, survey research design was used. Because this research design has the advantage of identifying characteristics of a large population from a group of individuals, it was deemed appropriate to choose. The study encompassed 13,120 management and staff members from the Delta State civil service. This number is made up of 5,683 junior *staff* on salary grade level 01 – 06 and 7,437 senior *staff* on salary grade level 07 – 17 (Delta State Civil Service Commission, 2021). Sample is the set people or items which constitute part of a given population sampling. The determination of the sample size of 643 was attained using the sample size determination table of Gill and Johnson (2010), which shows that for a population of 13,120 at 95% confidence level and a margin error of 5%, a minimum sample size of 643 respondents was recommended as shown in the Table 1.

**Table 1: Sample Size Determination Table**

	Variance of the Population P=50%		
	Confidence Level=99% Margin of Error		
Population Size	5	3	1
50	46	49	50
75	67	72	75
100	87	95	99
150	122	139	149
200	154	180	198
250	181	220	246
300	206	258	295
400	249	328	391
500	285	393	485
600	314	452	597
700	340	507	672
800	362	557	763
1000	398	647	943
1500	459	825	1375
2000	497	957	1784
3000	541	1138	2539
5000	583	1342	3838
10000	620	1550	6228
25000*	643*	1709	9944
50000	652	1770	12413
100000	656	1802	14172
250000	659	1821	15989
500000	660	1828	15984
1000000	660	1836	16244

Source: Gill and Johnson (2010)

The rationale behind these staff categories stems from their inclusion in the state civil service's decision-making process. To analyse the data, the information gathered from the questionnaire was combined, coded, and input into the Statistical Package of Social Science (SPSS version 23.0, 2020). The demographic data content of the respondents, which includes gender, job status, age, marital status, educational background, and work experience, was analysed using percentages and frequency. Pearson's coefficient of correlation and linear regression were used to test the hypotheses at a significance level of 0.05. These are deemed appropriate for the type of research being done.

**Results and Discussion**

The bivariate analysis involves the test for the bivariate relationship between the dependent and independent variables. The decision rule which applies for all bivariate test outcomes is stated as follows: where  $P < 0.05$ , reject hypothesis on the basis or evidence of no insignificant relationship and where  $P > 0.05$ , accept hypothesis on the basis of significant relationship between the variables.

**Hypothesis One:**

**H<sub>1</sub>:** There is no significant relationship between employee involvement and organizational productivity in Delta State public service.

**Table 2: Correlation of Employee Involvement and Organizational Productivity**

	Variables		Employee Involvement	Organizational Productivity
Spearman's rho	Employee Involvement	Correlation Coefficient	1	.785**
		Sig. (2-tailed)		.000
	Organizational Productivity	Correlation Coefficient	.785**	1
		Sig. (2-tailed)	.000	
		N	478	478

\*\* Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2023

Table 2, showed the relationship between employee involvement in decision-making and organizational productivity using Spearman’s correlation coefficients techniques. From the analysis, the result showed that employee involvement in decision-making has a very strong positive and significant relationship with organizational productivity at ( $\rho = 0.785$ ,  $N= 478$  and  $P<0.05\%$ ). This result suggests that employee involvement in decision-making can lead to organizational productivity. The null hypothesis was therefore rejected and restated that there is a strong positive and significant relationship between employee involvement in decision-making and organizational productivity in Delta State public service. However, since correlation does not imply causation, a linear regression was used to estimate the influence of employee involvement in decision-making on organizational productivity in Delta State public service.

**Table 3: The Results of ANOVA and Linear Regression Analysis of the Effect of Employee Involvement in Decision-Making on Organizational Productivity**

Independent variable	Model Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	Sig. F	B	Std.	T	Sig. t
Employee Involvement in Decision-Making	.862	.719	763.250	1	.000	.865	.026	25.388	.000

Independent variable: Organizational productivity

From Table 3, the results indicate that there is a statistically significant effect of employee involvement in decision-making on organizational productivity, where the correlation coefficient ( $R = 0.862$ ), which shows that there is a statistically significant relationship between the dependent variable (organizational productivity) and the independent variable (employee involvement in decision-making). Moreover, the value of the determining coefficient ( $R^2 = 0.719$ ) indicates that employee involvement in decision-making explained 71.7% of the variation in organizational productivity, while the rest of the values was due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 763.250$ ) at ( $\text{sig.} = 0.000$ ), confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.865$ ) and ( $t = 25.388$ ) at ( $\text{sig.} = 0.000$ ), which suggests that employee participation in decision-making has a major impact. This implies that a boost in employee participation in decision-making of one unit will result in an 86.5% increase in organizational productivity. Consequently, in the Delta State public service, employee participation in decision-making has a major impact on organizational productivity.

**Hypothesis Two:**

**H<sub>2</sub>:** There is not significant relationship between employee commitment on organizational productivity in Delta State public service.

**Table 4: Correlation of Employee Commitment and Organizational Productivity**

	Variables		Employee Commitment	Organizational Productivity
Spearman's rho	Employee Commitment	Correlation Coefficient	1	.834**
		Sig. (2-tailed)		.000
	Organizational Productivity	Correlation Coefficient	.834**	1
		Sig. (2-tailed)	.000	
		N	478	478

\*\* Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2023

Table 4, showed the relationship between employee commitment and organizational productivity using Spearman’s correlation coefficients techniques. From the analysis, the result showed that employee commitment has a very strong positive and significant relationship with organizational productivity at ( $\rho = 0.834$ ,  $N= 478$  and  $P<0.05\%$ ). This result suggests that employee commitment can lead to organizational productivity. The null hypothesis was therefore rejected and restated that there is a strong positive and significant relationship between employee commitment and organizational productivity in Delta State public service. However, since correlation does not imply causation, a linear regression was used to estimate the influence of employee commitment on organizational productivity in Delta State public service.

**Table 5: The Results of ANOVA and Linear Regression Analysis of the Effect of Employee commitment on Organizational Productivity**

Independent variable	Model Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	Sig. F	B	Std.	T	Sig. t
Employee Commitment	.839	.687	775.306	1	.000	.872	.019	23.928	.000

Independent variable: Organizational productivity

From Table 5, the results indicate that there is a statistically significant effect of employee commitment on

organizational productivity, where the correlation coefficient ( $R = 0.839$ ), which shows that there is a statistically significant connection between the dependent variable (organizational productivity) and the independent variable (employee commitment). Moreover, the value of the determining coefficient ( $R^2 = 0.687$ ) indicates that employee commitment explained 68.7% of the variation in organizational productivity, while the rest values was due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 775.306$ ) at ( $sig. = 0.000$ ), confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.872$ ) and ( $t = 23.928$ ) at ( $sig. = 0.000$ ), which suggests that employee commitment has a considerable impact. This implies that an upsurge in employee commitment of one unit will result in an 87.2% increase in organizational productivity. Consequently, in Delta State public service, employee commitment has a major impact on organizational productivity.

**Hypothesis Three:**

**H<sub>3</sub>:** There is not significant relationship between employee consultation impacts organizational productivity in Delta State public service.

**Table 6: Correlation of Employee Consultation and Organizational Productivity**

	Variables		Employee Consultation	Organizational Productivity
Spearman's rho	Employee Consultation	Correlation Coefficient Sig. (2-tailed) N	1 478	.759** .000 478
	Organizational Productivity	Correlation Coefficient Sig. (2-tailed) N	.759** .000 478	1 478

\*\* Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2023

Table 6, showed the relationship between employee consultation and organizational productivity using Spearman’s correlation coefficients techniques. From the analysis, the result showed that employee consultation has a very strong positive and significant relationship with organizational productivity at ( $\rho = 0.759$ ,  $N = 478$  and  $P < 0.05\%$ ). This result suggests that employee consultation can lead to organizational productivity. The null hypothesis was therefore rejected and restated that there is a strong positive and significant relationship between employee consultation and organizational productivity in Delta State public service. However, since correlation does not imply causation, a linear regression was used to estimate the influence of employee consultation on organizational productivity in Delta State public service.

**Table 7: The Results of ANOVA and Linear Regression Analysis of the Effect of Employee Consultation on Organizational Productivity**

Independent variable	Model Summary		ANOVA			Coefficients			
	R	R <sup>2</sup>	F	DF	Sig. F	B	Std.	T	Sig. t
Employee Consultation	.743	.629	708.581	1	.000	.674	.007	21.500	.000

Independent variable: Organizational productivity

From Table 7, the results indicate that there is a statistically significant effect of employee consultation on organizational productivity, where the correlation coefficient ( $R = 0.743$ ), which shows that there is a significant correlation between the organizational productivity and employee consultation. Moreover, the value of the determining coefficient ( $R^2 = 0.629$ ) indicates that employee consultation explained 62.9% of the variation in organizational productivity, while the rest values was due to other variables that were not included in this model. Also, it can be seen that the variable ( $F = 708.581$ ) at ( $sig. = 0.000$ ), confirms the significance of the regression at the significance level ( $\alpha < 0.05$ ). Moreover, the table shows that ( $B = 0.674$ ) and ( $t = 21.500$ ) at ( $sig. = 0.000$ ), which demonstrates that employee consultation has a considerable impact. This implies that a one-unit rise in employee consultation will result in a 67.4% increase in organizational productivity. Consequently, in Delta State public service, employee consultation has a major impact on organizational productivity.

**Discussion of Findings**

Three hypotheses were developed for the study, which looked at the relationship between organizational productivity and participatory decision-making in the Delta State public service. Regarding the study's first hypothesis, we discovered that employee participation in decision-making significantly and favourably affected organizational productivity in the public service of Delta State. The work of Ezeanolue and Ezeanyim (2020) on the relationship between organizational productivity and employee participation in decision-making in particular manufacturing firms in South-East Nigeria is validated by this finding. According to their research, workers' participation in decision-making significantly increased organizational productivity in South-East Nigerian manufacturing companies. Additionally, Ezeanolue and Ezeanyim (2020) showed that staff members' involvement in management initiatives inspires them to provide high-quality services and boost organizational productivity. Consequently, participatory management promotes stakeholders' participation in problem analysis, strategy development, and solution implementation at all organizational levels. Presenting multiple options to staff members and letting them select from them can occasionally be just as successful as having them come up with the ideas on their own. Building employee confidence is essential to improving

the quality and creativity of their ideas and decisions (Sokoh & Orhero, 2021). "A human resource management practice that signals to employees that they are valued by their employer" is the involvement of employees in decision-making. Workers who participate in decision-making processes later on are more qualified to carry out work procedures. Employee involvement in organizational affairs has recently been acknowledged in Nigeria as a significant area of concern in an effort to improve organizational effectiveness, employee satisfaction, and productivity (Jemilohun, Ekanem & Adebara, 2015:409 – 410).

The results support the assertions made by Ritzer and Stepnisky (2014:237) that employee morale is raised when they participate in decision-making because those who receive recognition for their contributions believe that management sees them as valued, knowledgeable, and capable collaborators. Therefore, when workers are involved in the decision-making process, labor-management relations are generally amicable. Depending on the nature of the relationship between employees and management, the behaviour and attitude that employees in an organization display towards their work can have a positive or negative impact on the productivity of the organization. In order to extract employees' commitment to the goals and objectives of the company, management should permit and promote employee participation in decision-making on issues that impact them within the organization. Consequently, it is impossible to overstate the value of employee participation in decision-making for any organization, but particularly for those in the public sector. In a study on corporate culture and organizational effectiveness, Amah (2012) argues that participative decision-making, or employee involvement, is a corporate culture-engrained organizational factor. This backs up Ezennaya's (2011) argument that participatory management must become part of an organization's culture in order to be effective. According to Amah's (2012) research, employee involvement boosts an organization's productivity.

Regarding the second hypothesis, the research revealed that organizational productivity in Delta State public service was significantly impacted by employee commitment. The results of Ezeanolue and Ezeanyim (2020), who claimed that raising employee commitment increased organizational productivity, corroborated this outcome. In light of this finding, Elele and Fields (2020) contended that employee involvement in decision-making boosts job commitment. This result was also consistent with a 2019 study by Dede that examined the relationship between staff productivity and decision-making involvement at the Cross River State Board of Internal Revenue in Calabar. Gogo and Okemini (2022) argue that participative management strengthens employees' commitment to the organization and the decisions they make in support of this finding. Agwu and Olele (2014) noticed that employee commitment to the organizations they work for rises when they participate in decision-making, leading to higher productivity for the organizations. This study looked at Julius Berger Nigeria Plc in Bonny Island and how participatory decision-making affected organizational productivity. It is also found that "participating in decision-making within the investigated organization offered employees higher intrinsic rewards than other conventional forms of governance" (Agwu & Olele, 2014: 634). These internal rewards manifest as motivation, a sense of purpose in one's work, and a sense of inclusion within the company. Oluwatayo, Opoko, and Ezema (2017), who corroborate the study's findings, assert that employee involvement in decision-making is essential to organizational effectiveness because it leads to improved decisions, lower employee attrition, higher-quality services, and increased job satisfaction and commitment.

Furthermore, Wood and De-Menezes (2011) state that employee involvement in decision-making is regarded as a crucial component of effective strategies and is a significant factor in determining job satisfaction, which in turn raises employee commitment and motivation. In particular, if encouraged by the culture of the organization, participation is a mental and emotional introspection that will result in the achievement of personal and organizational objectives. In line with this conclusion, Jemilohun et al. (2015) found that it is risky for management to make decisions without consulting lower-level employees beforehand at the Le-Meridien Ibom Hotel and Golf Resort in Uyo, Akwa Ibom State. According to Sokoh and Orhero (2021), employee involvement in decision-making provides a means for employees to enhance their competencies and skills in order to further the organization's objectives. Participation of employees in organizational decision-making can boost morale and foster a culture of high commitment, creativity, and job satisfaction. Finally, the outcome of hypothesis three demonstrated that, in Delta State public service, employee consultation significantly influences organizational productivity. According to Dede (2019), consultative engagement is perceived to positively affect an organization's performance in terms of work satisfaction, dedication, and productivity. and other array of a company, provided support for this. As a result, participation is a collaborative process where management and staff meet to discuss issues and come to a decision as a team. This is due to the fact that involvement is essential to the decision-making process; all employees actively participate in it, setting their own personal goals as they internalize those of the company (Agwu & Olele, 2014). Employee abilities, initiative, and cooperation are necessary for management to achieve organizational productivity, according to Ezeanolue and Ezeanyim (2020). This is so because, in terms of performance-based goals, an organization's personnel are its greatest asset. When management gives employees the freedom to make decisions and when their recommendations are carried out, they are happy. Employee self-esteem will rise as a result, and the organization's performance will improve. Employee consultation increases organizational productivity, as Oyebamiji (2018) showed.

## **Conclusions**

The study's perceived findings have demonstrated that, in the Delta State public service, employee involvement in decision-making significantly and favourably influences organizational productivity. Workers' participation should not be limited to operational or work arrangements, and labour representatives' participation in decision-making should not be restricted to times of emergency. The approaches to participative management place a strong emphasis on both parties' involvement in the rule-making process in an effort to find ways to advance industrial peace and harmony, which are necessary conditions for higher organizational productivity. It has been discovered that employee



participation in decision-making and consultation has positive effects on attitude, commitment, and performance, which raises organizational productivity and effectiveness. When engaged in a participatory decision-making process as essential stakeholders, employees can have a positive impact on organizational outcomes. Put another way, an organization's source of sustainable advantage stems from its employees' superior capabilities and resources, which can only be leveraged when the workforce is actively involved in the organization's affairs and performance. Morale among staff members will rise and self-motivation will be encouraged by holding quarterly or monthly meetings and consulting with subordinates on important issues. This is because the employees will feel that the organization values and recognizes them. This is required because having competent employees' increases organizational productivity. If they are absent from the workplace due to poor retention practices or a lack of involvement in decision-making, this could negatively impact organizational productivity.

The study's findings have shown a favourable correlation between employee decision-making involvement and organizational productivity at work. Employee commitment is increased and decision-making becomes feasible and effective when cogent aspects are included in the process. Participative management uses employee dedication, loyalty, and trust to achieve organizational goals and objectives. As such, a solid level of employee participation in the decision-making process is a reliable indicator for raising organizational productivity. The study comes to the conclusion that employee involvement in decision-making significantly affects organizational productivity based on its findings. The study's conclusions and findings led to the formulation of the following recommendations to guarantee employees' organizational productivity in organizations:

- i. Employee participation in decision-making should be identified and a scope and level established by Delta State public service management. The focus here should be on collective bargaining and proper employee recognition through job enrichment in order to affect organizational commitment. Workers ought to be empowered to take charge of their tasks and engage in decision-making. Their working relationships and workflow will both be greatly enhanced by this.
- ii. To increase organizational productivity, Delta State public service management should make sure that employee consultations are appropriately conducted. To increase employee commitment to company goals and objectives, management should offer incentives to inspire workers.
- iii. In order to increase organizational productivity, Delta State public service management should consider how crucial it is for staff members to be involved in decision-making. Employees will have the chance to assess and learn about the effects of decision-making involvement on the performance of the organization.

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