



INFLUENCE OF PARTICIPATORY DECISION-MAKING ON ORGANIZATION'S PRODUCTIVITY IN NIGERIAN PUBLIC SECTOR. A STUDY OF NIGERIA DEPOSIT INSURANCE CORPORATION (NDIC).

BY

AIGBE, Endurance Nogiomwan
Public Administration Department
University of Benin
endurance.aigbe@uniben.edu
+2347039044678

&

UGIAGBE, Ehis Stanley
Public Administration Department
University of Benin
stanley.ugiagbe@uniben.edu
+2347038976762

Abstract

The ecology of administration maintains that organisations are constantly in relationship with the environment in which they exist. This is true because the complexity of environmental dynamics prompts the organisation to engage in problem-solving mechanisms that necessitate a well-structured decision-making process that involves stakeholders' participation. To this extent, this study examines the impact of participatory decision-making on organisational productivity, using the NDIC as a springboard. Relying on the Theory of Reasoned Action (TRA) and the cross-sectional research design, the study elicited information from 226 respondents using a structured questionnaire. The research established that, with a correlation coefficient of 0.913 and a p-value < 0.5 (0.000), there is a strong positive relationship between active policy formulation and an organisation's productivity. Also, with a correlation coefficient of 0.896 and a p-value < 0.5 (0.000), the study ascertained a strong positive relationship between participatory decision-making and organisations' productivity in NDIC. The study concludes that organisations with participatory decision-making tend to have unified workers with effective team spirit, thereby boosting productivity. The work recommends that organisations should endeavour to formulate policies that will encourage active participation in decision-making. Also, organisations should ensure that impediments to participatory decision-making are properly managed. Lastly, organisations should prioritise participatory decision-making in all endeavours.

Key words: Participatory, Decision-making, Productivity, Organisation, People-oriented and Performance

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INTRODUCTION

The environmental dynamics have significantly impacted the organisational landscape, necessitating strategic planning and employees' involvement to ensure survival and promote diverse interests, ultimately leading to enhanced organisational productivity. To this extent, Summers & Hyman (2005:1) state that "under this changing condition, employers seek productive efficiency (i.e., improved productivity) by recognising that the means to achieving it is locked in the ability of those they employ. Little wonder why there has been an enviable advancement in the study of management into a more humanistic aspect in recent times. However, this advancement has strengthened the urge to discover and know more about the individual's interest in the organisation and how it has contributed to the achievement of organisational goals. Concepts like productivity, especially how it relates to participation, have attracted the attention of some research scientists (Griffing, 2002), management practitioners (Elliot, 1981), psychologists, and sociologists. They have devoted time, money, and other resources to trying to discover the relationship between organisational productivity and employee participation in decision-making.

The decision-making process holds significant importance in contemporary organisational environments, characterised by their intricate nature, since it enables organisations to effectively adapt, innovate, and achieve exceptional performance. In certain instances, it has been observed that conventional top-down decision-making methods may be insufficient for achieving stakeholder buy-in and aligning organisational objectives with the perspectives and realities of individuals at different hierarchical levels. Participatory decision-making (PDM) has risen as an alternative strategy that prioritises the incorporation of a wide range of stakeholders in the decision-making process (Chizoba et al., 2019). Although this approach offers potential advantages such as an improved sense of ownership, heightened morale, and better-informed decision-making, its actual effect on organisational productivity has yet to be thoroughly investigated. The Nigeria Deposit Insurance Corporation (NDIC) serves as a prominent Nigerian entity, playing a crucial role in protecting the welfare of depositors and fostering the stability of the financial system. Efficient and effective decision-making within the NDIC holds utmost importance due to its crucial role.

Nevertheless, there exists a dearth of comprehensive scholarly investigations that specifically examine the correlation between participatory decision-making practices and production levels within institutions such as NDIC. That does not mean there are no attempts to delve into the field. Numerous scholars have provided evidence suggesting that participative decision-making (PDM) has favourable associations with various organisational outcomes. According to the study conducted by Cotton et al. (1988), organisations that adopted participative decision-making (PDM) saw increased levels of job satisfaction, decreased turnover rates, and enhanced overall performance. In a similar vein, Wagner (1994) substantiated the notion that the inclusion of employees in the decision-making process leads to a discernible augmentation in organisational commitment, motivation, and productivity. However, these scholarly attempts have tilted towards establishing relationships between PDM and motivation, which represents a very small aspect of organisational productivity.

Against this backdrop, the study sought to assess the level to which employees participate in the decision-making process at NDIC. Also, it aimed to examine the impact of participatory decision-making on the productivity of the Nigeria Deposit Insurance Corporation (NDIC).

Hypotheses

The study developed the following hypotheses which are:

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1. **H₀**: there is no significant relationship between active policy formulation and employees' participation in the decision-making process in Nigeria Deposit Insurance Corporation
H₁: there is a significant relationship between active policy formulation and employees' participation in the decision-making process in Nigeria Deposit Insurance Corporation.
2. **H₀**: there is no significant relationship between participatory decision making and organizational productivity in Nigeria Deposit Insurance Corporation
H₁: there is a significant relationship between participatory decision making and organizational productivity in Nigeria Deposit Insurance Corporation

Participatory Decision Making: A Conceptual analysis

The concept of participatory decision-making has attracted a wide range of clarifications due to its bogus and important nature. In order to ensure specificity and eliminate any form of ambiguity, Valoyi, Lessing, & Schepers (2000) see the term as “a process whereby planning, problem-solving, and related activities are carried out jointly with managers and employees in the form of organisational democratic values designed to promote equity and shared responsibility in making decisions”. Also, according to the scholarly work of Black & Gregersen (1997), participatory decision-making (PDM) is a procedural approach that prioritises cooperation and shared decision-making among many stakeholders. This approach aims to cultivate a sense of ownership and has the potential to yield more well-informed and sustainable outcomes. Furthermore, participative decision-making (PDM) is the avenue for an employee to make input into the decision-making process related to work matters (i.e., work organisation, task priority) or organisational related matters, for instance, when they have a say in promoting new strategy or thoughts.

From the definitions above, participatory decision-making (PDM) is an inclusive and cooperative strategy that engages stakeholders at multiple levels in the process of making decisions. The concept underscores the importance of inclusivity and shared accountability for decisions made within an organisation or community. The main aim is to distribute decision-making power in a decentralised manner and engage individuals who are impacted by the decisions being made. This approach fosters transparency and ownership and has the potential to yield improved results. Consensus is a prevalent mode of participatory decision-making. This technique aims to identify shared perspectives and reach mutually agreeable solutions that optimise outcomes for the collective. The system endeavours to mitigate the marginalisation experienced by minority groups resulting from the dominance of majority rule and places equal importance on the perspectives of all individuals. In order for a decision to be adopted, it is necessary for all members of the group to reach an agreement.

Participatory Decision Making and its Relationship with Organizational Productivity

In his study of organisational performance, Griffin (2002, p. 671) argued that “participation can enhance quality and also boost productivity.” The assertion above has laid the foundation from which the relationship existing between participation and productivity can be traced and established. Employee participation in decision-making no doubt has some resultant effects on individual performance, which, taken together, culminate and exert an influence on organisational productivity. Many scholars have confirmed the influence of participation in decision-making; for instance, Abdel-Halim's (1983) study revealed that participation in non-repetitive decision-making by subjects with a high need for autonomy tended to improve performance and increase satisfaction.

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Behravesh, Abubakar, & Tanova (2020) observed that participation motivates people to contribute. He noted that “when people are given the opportunity to contribute their own resources of initiative and creativity towards the organisation, they tend to be motivated”. Thus, participation especially boosts morals by helping employees understand and clarify paths towards goals, and this produces a higher expectation of goal attainment, resulting in improved productivity via improved performance. Some other writers confirmed the motivational effect of participation on employees. For instance, Ofobruku (2013, P. 45) pointed out that “the value of participation in decision-making is that of motivation.” According to him, under normal conditions, people get involved in decisions they have made as individuals or in the making of which they have participated in groups. Such increased motivation, as he argued, might in turn lead to other outcomes, like better productivity. He further pointed out the need to encourage employees to participate as much as possible in the decision-making process. What this means is that it will lead to more familiarity with the work environment, and employees will in addition receive recognition from the participation process, which will result in increased motivation and performance (Okoth & Orwar, 2016). Most employees who have the need for recognition will be motivated when allowed to participate in decisions. But this does not hold true for those employees who have no need for recognition.

Theoretical Framework

This paper is hinged on the Theory of Reasoned Action (TRA) as the pivot to explain the connection between participatory decision-making and an organisation’s productivity. The Theory of Reasoned Action (TRA) is a psychological framework that offers an explanation and predictive capacity for individual behaviour by considering an individual’s attitudes, subjective norms, and perceived behavioural control. The theory, originally formulated by Martin Fishbein and Icek Ajzen in the late 1960s, offers valuable insights into the decision-making and behavioural processes of individuals as influenced by their beliefs and attitudes. It was noted that the beliefs that people hold about a behaviour play a central role in reasoned action explanations of behaviour (Yzer, 2013; Yusuf & Mohammed (2014). To this extent, Fishbein and Ajzen argued that

“Human social behavior follows reasonably and often spontaneously from the information or beliefs people possess about the behavior under consideration. These beliefs originate in a variety of sources, such as personal experience, formal education, radio, newspapers, TV, the Internet and other media, and interactions with family and friends. . . . No matter how beliefs associated with a given behavior are acquired, they serve to guide the decision to perform or not perform the behavior in question” (Fishbein and Ajzen, 2010 p. 20).

Thus, advocates of reasoned action theory believe that regardless of whether beliefs are irrational, wrong (due to being based on faulty information), or influenced by motivational biases, once beliefs are established, they serve as the cognitive foundation from which behaviour logically ensues. In the context of participatory decision-making and an organisational productivity, it is noteworthy to understand that the theory emphasises the need for collective decision-making, which can bring about collective responsibility. As Blank & Hennessy (2012) observed, when decisions are made in a participatory manner, the commitment to implementing such decisions becomes the hallmark of every participant. With this assertion, such commitment to implementation creates an inner motivation to achieve the organisational success, thereby increasing productivity. This is borne out of the truism that when employees participate in the

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decision-making process, the tendency to apportion blame in the case of failure is eroded while the achievement of success is deemed collective.

As a public institution saddled with the responsibility of supervising banks so as to protect depositors, foster monetary stability, promote an effective and efficient payment system, and promote competition and innovation in the banking system, the need to embrace and adopt the PDM in NDIC cannot be overemphasised. The hierarchical nature of the organisational structure, coupled with the task of regulating the financial deposits of banks, creates an avenue for urgent decisions (programmed or unprogrammed) to be made on a regular basis. Thus, there is a need to ensure employees' participation so as to meet demands in a timely and efficient manner.

Research Methods

The work adopts a cross-sectional research method in which the opinions of the staff (management and non-management) of Nigerian Deposit Insurance Corporation (NDIC) will be sought on the impact of employee's participation in decision making on organizational productivity. The research is quantitative hence the suitability of the design.

Population of the Study

The population of this study is centred on the total number of staff of the Nigerian Deposit Insurance Corporation. According to the NDIC 2021 annual report, the organisation has about 1,500 staff across the country. However, the population of this study is focused on the headquarter, which is located in the federal capital territory of Abuja. The population is estimated at 700 staff members spread across 19 structural units and departments.

Sample Size

The sample size for this study is given as 255 respondents which was attained using the Taro Yamane's formula for determining sample size.

Methods of data collection

Information was gathered using a structured questionnaire which was distributed to members of staff at various units of the organization.

Method of data analysis

Information collected was presented using the frequency table and analysis was done using the Pearson's correlation coefficient. These were made possible using the Statistical Package for Social Sciences (SPSS).

DATA PRESENTATION AND ANALYSIS

As noted earlier, 255 respondents were sampled while only 226 were retrieved by the researcher, thus changing the study analysis total sample to 226. Thus, there was 88.6% retrieval rate. Furthermore, in analysing the data quantitatively, Pearson's Product Moment Correlation Coefficient (r) analytical tool was deployed via the Statistical Package for Social Science (SPSS).

Correlations

	Active Policy Formulation	Employees' Participation
Active Policy Formulation	1	.913**
Pearson Correlation		.000
Sig. (2-tailed)		
N	226	226
Employees' Participation	.913**	1
Pearson Correlation		.000
Sig. (2-tailed)		

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

HYPOTHESES TESTING

Hypothesis One

1. Ho: There is no significant relationship between active policy formulation and employees' participation in the decision-making process in the Nigeria Deposit Insurance Corporation.
H_R: There is a significant relationship between active policy formulation and employees' participation in the decision-making process in the Nigeria Deposit Insurance Corporation.

Table 1: Correlation between active policy formulation and employees' participation in the decision-making process in the Nigeria Deposit Insurance Corporation.

Table 1 reveals that there exists a significant relationship between active policy formulation and employees' participation in the decision-making process in the Nigeria Deposit Insurance Corporation, with $R = 0.913$, indicating that active policy formulation has a strong influence on employees' participation in the decision-making process in the Nigeria Deposit Insurance Corporation. Furthermore, with the p -value (Sig = 0.000) less than ($<$) 0.05, the study thus rejected the null hypothesis (there is no significant relationship between active policy formulation and employees' participation in the decision-making process in the Nigeria Deposit Insurance Corporation) and accepted the research hypothesis (there is a significant relationship between active policy formulation and employees' participation in the decision-making process in the Nigeria Deposit Insurance Corporation).

Hypothesis Two

2. Ho: There is no relationship between participatory decision making and organizational productivity in the Nigeria Deposit Insurance Corporation.
H_R: There is a relationship between participatory decision making and organizational productivity in the Nigeria Deposit Insurance Corporation.

Table 2: Correlation between participatory decision making and organizational productivity in the Nigeria Deposit Insurance Corporation.

Correlations

		Participatory Decision Making	Organizational Productivity
Participatory Decision Making	Pearson Correlation	1	.896**
	Sig. (2-tailed)		.000
	N	226	226
Organizational Productivity	Pearson Correlation	.896**	1
	Sig. (2-tailed)	.000	
	N	226	226

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

Data from Table 2 shows a significant relationship between participatory decision-making and organisational productivity in the Nigeria Deposit Insurance Corporation. $R = 0.896$, the table above reveals a very strong correlation between participatory decision-making and organisational productivity in the Nigeria Deposit Insurance Corporation. The study thus rejects the null hypothesis (there is no significant relationship between participatory decision making and organisational productivity in the

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Nigeria Deposit Insurance Corporation) due to the p -value ($\text{sig} = 0.000$) less than 0.05 and accepts the research hypothesis (there is a significant relationship between participatory decision making and organisational productivity in the Nigeria Deposit Insurance Corporation).

Discussion of Findings

The decision-making process is a crucial factor in the modern organisational environment, which is complex in nature. It allows businesses to adapt, develop, and achieve outstanding performance. Some situations have shown that traditional top-down decision-making approaches may not be enough to get support from stakeholders and to match organisational goals with the viewpoints and experiences of people at various levels of hierarchy. Participatory decision-making (PDM) is an approach that emphasises involving a diverse group of stakeholders in the decision-making process. While this strategy has the potential to provide benefits such as an increased sense of ownership, boosted morale, and more informed decision-making, its impact on organisational productivity has not been well studied. The Nigeria Deposit Insurance Corporation (NDIC) is a significant Nigerian institution that plays a vital role in safeguarding the interests of depositors and promoting the stability of the financial system. In order to fully utilize the potential that is inherent in collective decisions, it is necessary to place great importance on efficient and effective decision-making due to the intricate nature of the NDIC's function.

Thus, the study interrogates the relationship between active policy formulation and employees' participation in the decision-making process in organisations using NDIC as a springboard. With the correlation coefficient at 0.913 and the p -value less than 0.5 (0.000), there is a strong positive relationship between the variables. The implication is that employees tend to participate more in the decision-making process when people-friendly policies are formulated and executed. No individual can function in a hostile environment. That is why Wagner (1994) substantiated the notion that the inclusion of employees in the decision-making process leads to a discernible augmentation in the organisational commitment, motivation, and psychological wellbeing of the workers. From the questionnaires that were retrieved from the respondents, more than 80% of the respondents agreed to the fact that the management of NDIC makes consultations with other members of staff in other branches across the country before making a final decision on any problem that demands a decision to be made.

The lesson from this democratic action of the NDIC is that organisations that are involved in participatory decision-making tend to arrive at a less chaotic outcome. Also, the level of individual commitment to goal attainment cannot be overemphasised. That is why Lawal & Yusuf (2014, p. 3) noted "that participatory decision-making is expected to lead to better decisions and strategies, as well as to reduce conflicts and facilitate enforcement in organizations." Corroborating this view, Ojokuku & Sajuyigbe (2014, p. 97) argued that *participatory decision-making leads to effective problem solving and speedy decision-making*.

In examining the relationship between participatory decision-making and an organisational productivity, with a focus on NDIC, the study ascertained that there is a strong positive relationship. This is true because the two variables have a correlation of 0.896 between them with a p -value < 0.5 (0.000). What this means is that the manner in which participatory decision-making is prevalent in the Nigerian Deposit Insurance Commission (NDIC) has increased the level of organisational commitment among the workers, which has in turn increased productivity. This is true in the sense that 70% of the respondents agreed to the question that "the level of employees'

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participation in the decision-making process in this organisation has generated a huge amount of job satisfaction to the extent that nobody wants to leave." Since its establishment in 1988, the NDIC has endured longevity through thick and thin due to its culture of wide consultations in decision-making.

The relationship between participation and productivity cannot be overstated. This assertion has been rooted in existing literature. In his study of organisational performance, Griffin (2002: 671) argued that "participation can enhance quality and also boost productivity." This position brings to the fore the existing connection between collective decision-making and performance. Corroborating this view, Abdel-Halim (1983) found that individuals with a strong need for autonomy showed improved performance and increased satisfaction when they participate in the decision-making process. Wood & Menezes (2011, p. 1589) observed that participation motivates people to contribute. He said that "when people are given the opportunity to contribute their own resources of initiative and creativity towards the organisation, they tend to be motivated". He stated that participation especially improves motivation by helping employees understand and clarify paths towards goals, and this produces a higher expectation of goal attainment, resulting in improved productivity via improved performance. From the analysis, it is a truism that organisations that involve workers in the decision-making process tend to achieve greater efficiency in goal attainment, while the reverse is the case for those that alienate their workers.

Thus, even if there is a very strong relationship between decision-making and participation, it has been noted that the participation approach in decision-making ensures ostensible democratising that results in a decision that is detrimental to the organization. Engaging in participatory decision-making results in effective problem-solving and decision-making outcomes. Problem resolution in shared decision-making entails individuals using their judgement to select acceptable treatment alternatives that best satisfy everyone involved in the interest of organisational goal attainment.

Conclusion

From the study, the NDIC possesses people-oriented policies that drive participatory decision-making in the organization. Beyond possessing people-oriented policies, the organisational productivity (in terms of performance in achieving its objectives) has improved tremendously by virtue of participatory decision-making.

The study therefore concludes that organisations with people-friendly policies have a tendency to be more democratic in the decision-making process by giving room for immense stakeholders' participation. Also, organisations with decision-making tend to have unified workers with effective team spirit, thereby boosting productivity. Thus, participatory decision-making increases workers' performance and organisational productivity. Everything that has an advantage also possesses a number of disadvantages. Thus, certain impediments exist that hinder organisations from effectively achieving success with participatory decision-making. They are: domination by a vocal few; the level of competitiveness that arises from this domineering tendency could result in goal displacement; and the urgency of the decision could hinder participatory decisions in the organisation.

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Recommendations

Based on the findings above, the study recommends that:

Organisations should endeavour to formulate people-oriented policies that will encourage active participation in decision-making processes. This can be done by formulating policies that can motivate workers and enhance job satisfaction. If this happens, the tendency for belongingness and employees' socialisation will become prevalent in such organisations, which will thus bring out the best in them. As such, when they are called upon for participation in the process of decision-making, they will go the extra mile to bring out the best solutions.

Also, organisations, whether private or public, should prioritise participatory decision-making in all endeavours. Research has affirmed that organisations with democratic or collective decision-making processes tend to be more successful and outlive those who are less democratic. As such, top-level management of organisations should make it a norm to involve employees in making decisions that are towards the attainment of organisational goals.

It was established from the study that certain factors could interact to impede the successful outcome of participatory decision-making. Thus, organisations should ensure that such impediments are properly managed in order to reduce the internal wrangling that may result from them. When urgent decisions need to be made, the number of participants in the decision-making process should be limited instead of totally jettisoning participatory decision-making.

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