



Participative Decision-Making and Organizational Productivity in the Nigerian Healthcare Sector

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Abstract

Decisions are made at every stage in the management of an organization; to arrive at good decision, managers must consider a number of potential courses of action before settling for one. The objective of this research is to examine participative decision making and organizational productivity in the Nigerian health sector. The study employed a survey research design with a population of 235 respondents drawn from National Institute for Pharmaceutical Research and Development (NIPRD), Idu - Abuja. The study drew a sample of 148 respondents using Taro Yamane. The study revealed a significant relationship between participative decision making and organizational productivity in the health sector as all the variables were significant at 5%. Therefore, the study recommends amongst others that decisions that are routine or made on a regular basis should be given adequate attention so as to enhance smooth organizational productivity in the Nigerian healthcare sector.

Keywords: *Decision, management, organization, Pharmaceutical, institute.*

Introduction

For a long time, corporate organizations were managed through a procedure in which managers and upper-level executives made all the important choices and left it to lower-level workers to carry out the necessary tasks in order to fulfill the company's stated goals. Aayat (2022); Terry (2016) argue that the purpose of decision-making is to steer people's actions and dedication toward a desired future state. For managers to effectively solve issues, distribute resources, and achieve their objectives, they must be able to make sound judgments (Sharma, 2021). While this used to be an effective strategy for leading people to success, modern businesses no longer follow this model since leaders anticipate more from their staff than just executing their assigned tasks. Workers now believe they have something to contribute rather than simply following the boss's orders (Ezennaya, 2011). Many sectors and organizations are now actively exploring innovative ways to engage employees to participate more in decisions

affecting them as a result of the advent of participatory management and the rise in rivalry among corporate organizations (Ezennaya, 2011). Most businesses also understand that encouraging employee teamwork is essential for success in areas such as performance, growth, and expansion (Ashish, 2015).

Employees are today more than ever before understood to be the organization's lifeblood and its engine block of growth and production, making it imperative that they be aware and competent in their roles (Nwaeke & Obiekwe, 2017). Policies are being implemented by businesses that encourage employee participation in order to boost productivity and competitive advantage (Khattak, Igbal, & Khattak, 2013). There is a growing need for hardworking workers who can get their duties done independently or with minimal oversight. It has also been stated that an organization's success is enhanced by assembling diverse teams that work well together, with each member benefiting from exposure to and instruction from the expertise of the others on the team (Klein et al., 2011).

The significance, therefore, of Nigeria's healthcare services sector cannot be overstated. To diagnose, prevent, treat, cure, or alleviate a patient's health condition, illness, injury, or disease is to provide healthcare (Law Insider Inc., 2013). The majority of service providers in the country now understand the significance of involving their workers in the decision-making process to boost productivity. Therefore, the organization benefits from participatory decision-making as a whole (Management Study Guide [MSG], 2016). In a similar vein, Williamson (2008) agrees that including workers in decision making helps them acquire the knowledge and expertise necessary to perform at a high level. Employee morale and self-assurance are both boosted, which in turn increases productivity, dedication, and happiness on the job. To this end, the study's title "Participative decision-making and employees' productivity in the Nigeria service industry using the National Institute for Pharmaceutical Research and Development (NIPRD), Idu, Abuja as a case study suggests that the study focused on a specific organization in Nigeria.

There has been a lot of talk in recent years about how crucial employee input into decision making is to the success of certain service businesses (Ezennaya, 2011; Ugwu et al.; 2019, Oyo-Ita et al.; 2020, Ijeoma & Mbah, 2020; Lawal & Habu, 2019; Ogbonna, 2012; Amah & Ahiauzu, 2013; Elele & Fields, 2010). However, despite the growing body of academic literature on the topic of employee participation in decision making and organizational productivity, very few empirical studies have been conducted in the Nigeria healthcare service industry, especially in the public sector, despite the critical importance of this area. An important topic that has not been satisfactorily resolved is whether healthcare-related decision-making should be left only to the organization's top management executives or whether the employees doing these specialized operations should also be engaged. In the event of an emergency, when senior management is unavailable, it is hoped that these trainees would be able to step in and make important choices.

Employee engagement in decision-making and its effect on productivity in the Nigerian healthcare service sector has not been demonstrated to the author's knowledge. It's also important to consider whether or not employee participation, particularly in welfare-related issues, can help stem the tide of talented but underemployed medical professionals leaving for better pastures abroad. In light of these knowledge gaps, the current research project uses the National Institute for Pharmaceutical Research and Development (NIPRD), Idu, Abuja as a case study to investigate the impact that employee participation in decision-making has on productivity in the Nigerian healthcare service sector.

The main objective of this study is to investigate the influence of participative decision-making on the employees' productivity in the Nigeria healthcare service industry. The specific objectives are to:

- i. examine decision rationale and organizational productivity in the Nigeria healthcare service industry.
- ii. ascertain the degree of involvement of employee's and organizational productivity in the Nigeria healthcare service industry.
- iii. determine decision process and organizational productivity in the Nigeria healthcare service industry.
- iv. determine the impact of decision inclusiveness and organizational productivity in the Nigeria healthcare service industry.
- v. find out the impact of decision domain of employees and organizational productivity in the Nigeria healthcare service industry.

The hypotheses that are of necessity to test in the main study are stated in null forms and are as follows:

HO₁: Decision rationale does not influence organizational productivity in the Nigeria healthcare service industry.

HO₂: Degree of involvement does not influence organizational productivity in the Nigeria healthcare service industry.

HO₃: Decision process does not influence organizational productivity in the Nigeria healthcare service industry.

HO₄: Inclusiveness of decision does not influence organizational productivity in the Nigeria healthcare service industry.

HO₅: Decision domain does not influence organizational productivity in the Nigeria healthcare service industry.

Participatory management is the subject of this investigation, with particular attention paid to its effects on decision-making and output in the Nigerian healthcare sector. The Idu Industrial Area in Abuja, F.C.T. is the site of the National Institute for Pharmaceutical Research and Development (NIPRD), a healthcare service provider. The healthcare provider was selected due to its importance in the healthcare service market and its potential for attracting clients from all across the country to the Institute. Due to time and resource constraints, the research is being conducted only at this healthcare institution. Despite these caveats, the study will nonetheless make use of the best data at its disposal in order to accomplish its goals

2 Literature Review

Concept of Participative decision making:

Healthcare professionals come from a wide range of demographics, including age, education, culture, and occupation, but they all work for the same goal: improving patient outcomes. Doctors, scientists in the lab, nurses, pharmacists, physiotherapists, microbiologists, biochemists, pharmacologists, and many more all play important roles in providing patients with the best possible care. But so do other members of the healthcare team, as well as patients and their loved ones. Across the world, multidisciplinary health care teams are gaining popularity as a means of enhancing service delivery (Bryant, Chaar & Schneider, 2018). Studies have shown that poor cooperation is the root cause of weak and ineffective healthcare systems in many countries, including Nigeria. One strategy to combat this is through participatory decision-making (Mayo & Woolley, 2016; Rosen, DiazGranados & Dietz, et al, 2018). The term "participatory decision-making," as used here, refers to the involvement of workers in the decision-making process inside an organization and has been described in a variety of ways by different writers. In this work, both terms are used interchangeably. Probst (2005) defines "Participatory Decision-Making" as the degree to which workers are included in and encouraged to make important business decisions. Workers' participation in management decision-making and development activities commensurate with their ranks is what Kumari and Kumari (2014) called "participative decision-making." Involving and enabling workers to contribute their ideas to the creation of value and the enhancement of the organization's performance is another definition of employee participation or involvement (Sofijanovna and Chatleska, 2013). According to Bullock (2021), "employee participation" can also be defined as "direct involvement or engagement" of workers in applying their ideas, knowledge, and efforts to the resolution of organizational problems and the attainment of organizational goals and objectives. According to Bhatti and Nawab (2011), "employee participation" is "the integration of task-related activities designed to increase

workers' sense of belonging to and investment in their workplace" (Bhatti and Nawab, 2011).

Variables of decision-making

Employee outcomes or performances may be assessed in light of decision-making characteristics such as decision reasoning, employee engagement, decision process, inclusiveness, and decision domain, as stated by Brenda (2001).

- i. **Decision rationale:** - A decision's justification is a written explanation of why that choice was chosen. It's meant to help with both decision-making and information retention by making the rationale behind a choice crystal plain (John, 2015). It's common knowledge that the rationale behind earlier choices in many companies is unknown. In other words, just the choice itself may survive, not the information created in the course of making it. A sector like healthcare may experience repetition due to the loss of the information that informed the choice. As the old adage goes, "any mistake done twice is a lesson not learnt;" consequently, the decision reasoning is a very significant beneficial future reference for improving the quality of decisions taken and performed, and also for avoiding repeating mistakes. To prevent making the same expensive and perhaps damaging judgments that might compromise the quality of the services provided by the healthcare organization, it is crucial that its staff be included in the decision-making process.
- ii. **Degree of employees' involvement in decision-making-** When workers contribute their own ideas, knowledge, and effort to the organization's problem-solving and decision-making processes, we call this "employee engagement" (Bullock & Powell, 2023). The workers are the backbone of any prosperous business. Staff at a healthcare facility draw from a wide range of educational and occupational experiences and perspectives. Staff members like these represent a wealth of untapped expertise and creativity. More employee input in the decision-making process has been shown to have several benefits, including improved productivity, less reliance on outside contractors, and lower overall costs to the business (Anderson, 2019). Highly engaged workers are more likely to put in extra effort because they are invested in the company's success and trust in its leadership (Herman, 2022). When employees are given more responsibility, they feel more in charge, which boosts their morale and productivity. This is especially crucial in the healthcare service business, where making mistakes that might have fatal consequences cannot be tolerated at any moment.
- iii. **Routine decisions:** Decisions that are routine are those that a management makes on a regular basis to keep the business running smoothly. Such choices don't call for extensive thought or investigation. In reality, these kind of choices are typically left to lower-level employees by superiors.

- iv. **Inclusiveness of decision** - To make decisions that benefit everyone, it's important to make sure that everyone involved feels heard and considered. The results of an inclusive choice will be a more diverse workforce, equitable treatment of employees, and more equal access to opportunities. In order to make decisions that benefit everyone, leaders must be receptive to alternative points of view from their teams and provide an environment where employees feel secure voicing their opinions and asking questions without fear of retaliation. Even if the company's regulations prevent you from considering every employee's perspective, simply listening to them will motivate you to make the office more welcoming to everyone (Grace He, 2022). There is little doubt that businesses with a mission to foster a more welcoming environment are able to attract and maintain a more diverse pool of employees. As a result, creativity, development, and employee engagement all receive a significant boost from the openness to new ideas and viewpoints that is fostered by an inclusive culture. The need to belong is fundamental to being human.
- v. **Decision Domain** - Domain refers to the range of values that an independent variable, or person, can take on. The decision-making process involves four distinct areas: efficacy, harmony, authenticity, and precision. Each domain indicates a person's propensity to place greater weight on certain kinds of information than others when making a choice, as determined by the Myers-Briggs Type Indicator. What kinds of information do they find to be the most convincing?

The concept of Organizational productivity

Productivity, as defined by the US Bureau of Labor Statistics (2022), is a measure of economic performance that contrasts the output (products) with the resources (inputs) invested in their creation. Productivity, in other terms, is the ratio of output to input. Productivity rises as output rises in relation to input. How well resources are allocated to meet quantitative and qualitative goals in a given time frame is a measure of productivity. Productivity may alternatively be thought of as a relative efficiency indicator that compares output (in terms of products and services) to input (in terms of effort) (labour, materials, energy, etc., used to produce the efficiency). Productivity is the capacity of an organization to generate a desired output. Efficiency is often misunderstood as productivity. Effectiveness is often defined as the time required to complete a task in relation to a target time. But being productive does not include being efficient at tasks that are not required. Instead, than focusing on how much work is put in, productivity should be seen as a measurement of how much is accomplished, with an emphasis on results.

Organizational and corporate performance evaluation and monitoring can't be done without productivity measures. Productivity strategies can have a significant impact when applied to certain challenges and situations. Productivity metrics are the barometers of efficient asset management. Managers care about productivity because it directly

impacts their ability to advance the company. When used correctly, productivity measurements can provide insight into how the management can boost productivity through changes to the numerator, denominator, or both. People who like their jobs tend to be more dedicated to their work and more satisfied with their careers overall. It has repercussions for the happiness of the workforce as a whole. Employees' attitudes have a significant impact on their productivity and efficiency, frequently without their knowledge. Negative attitudes, on the other hand, might have the opposite effect on productivity as good ones.

Theoretical framework

The research depends on the theory of Management by Objectives (MBO). Peter Drucker, in his 1954 book "The Practice of Management," introduced the concept of Management by Objectives (MBO). With the help of management by objectives, businesses may establish clear goals for their operations and communicate those goals to their staff. Management is the process through which superiors seek to influence their subordinates by communicating and working toward a common set of future objectives. Management by objective is an approach to leading an organization with the goal of maximizing productivity via the establishment of shared goals between upper management and staff. The idea proposes that giving employees a voice in defining organizational goals and developing strategies for achieving those goals would increase employee engagement and productivity. Instead, then dictating goals to employees, Drucker advocated for a group decision including all levels of management. As a result, everyone involved is more likely to work together to achieve their goals. It's a form of management that encourages input from everyone involved. In this setup, subordinates are allowed a great deal of autonomy and are treated as equals.

The neoclassical thinkers who highlighted human connections and acknowledged the significance of individual or group behavior are also crucial to this analysis. The Hawthorne trials provided the foundation for the neoclassical method, which placed a premium on the interpersonal dynamics between operations, researchers, and managers (Roethlisberger and Dickson, 1943). It was suggested that these factors were more important in setting productivity levels than alterations to the working environment alone. Increases in productivity can be attributed to the good morale fostered by employees' active engagement in the making of important decisions at the managerial level. According to Elele and Fields's (2010) research, "theory Y," which suggests that employees are interested in being committed and performing well if managers value their contributions in making decisions that affect the nature of work, is the foundation for the management initiative known as "participative decision-making." The neoclassical method emphasizes the following ideas and uses a more casual organizational framework than the classical approach, which overlooked significant aspects of human nature.

3. Methodology

Methods and strategy for conducting the study are detailed in this section. Among other things, it details the study's

methodology, demographic, sample size, selection criteria, data sources (both primary and secondary), and data collecting and analysis techniques. The research was conducted at NIPRD, which is situated at plot 942, Cadastral zone C16, Idu Industrial Area, Abuja Municipal Area Council, F.C.T, Abuja, Nigeria. Since a survey may be used to uncover characteristics shared by a large population and to explore the connections between several variables, it was chosen as the research method. At the time of the survey, there were 235 people listed as workers at the organization, National Institute for Pharmaceutical Research and Development (NIPRD), Idu - Abuja. It's important to remember that not all employees were present during the poll; some were away on training, vacation, or sabbatical. Due to the significant expense in resources, time, and effort, the researcher restricted the study to NIPRD in Abuja.

A sample is a selection of individuals or objects representative of a larger population. Because there were so many people to investigate (235), the researcher utilized the Taro Yamani method to figure out how many people to include in the study's sample. A sample is a selection of individuals or objects representative of a larger population. Because there were so many people to investigate (235), the researcher utilized Taro Yamane sample size determination to draw 148 respondents drawn at randomly from the population at the National Institute for Pharmaceutical Research and Development (NIPRD) in Idu Industrial Area, FCT, Abuja. This included some Top Management staff, Management staff, Senior staff, and Junior staff of various professions. Participative Decision Making and Employee Productivity in Nigeria's Service Sector: A Case Study of the National Institute for Pharmaceutical Research and Development (NIPRD), Idu - Abuja provided the data utilized to test hypotheses and answer research questions. Based on the responses given by the respondents, the necessary information was gleaned from the completed and returned surveys. Focus was placed on using precise numerical values, response frequencies, and percentages to provide a thorough examination of the information gathered. Research questions were answered by comparing the percentages of respondents who agreed or disagreed with each statement in the questionnaire on each given issue. In this research, "frequency" is the order in which responses are arranged in terms of their occurrence or quantity, while "percentage" means the order in which responses are arranged in terms of their relative size. The researcher relied on the straightforward, ostensibly simple, and easily interpreted and understood percentage technique.

4. Data Presentation and Analysis

This section of the report is dedicated to the analysis and presentation of the gathered data. Findings from the study project can only be uncovered via accurate data presentation and analysis of replies from the provided structured questionnaire. The presentation will be based on the percentage of returned surveys containing complete replies. The data collected in this exercise is tabulated for your convenience. Also included will be information pertinent to the study's research topics. The analysis used a

straightforward percentage for the researcher. There are two sections to the presentation. Section A categorized respondent information based on their sex, age, marital status, education level, organizational rank, and years of experience in the workforce. In Part B, we discussed how to categorize answers in light of our questions and hypotheses. This chapter also included a discussion of the study's findings.

The study therefore presents the following data outline below as obtained from the field survey.

Table 4.1: Number of Questionnaires distributed, returned and unreturned.

Questionnaire	Frequency (Respondents)	Percentage (%)
Returned	106	71.6%
Unreturned	42	28.4%
Total administered	148	100%

Source: Field survey questionnaire, 2025.

Based on the data shown in Table 4.1.1, it appears that 106 (or 71.6% of the total) of the 148 questionnaires sent out were completed and returned, whereas 42 (or 28.4% of the total) were not.

Test of Hypothesis

Hypothesis one: Decision rationale does not have a significant effect on organizational productivity in the Nigerian healthcare service industry

Table 4.3: Decision rationale significant effect on organizational productivity in the Nigeria healthcare service industry.

Variables	Mean	Variance	Observations	Pearson	P(T<=t)	Remarks
r-coefficient						
Decision Rationale	3.35	0.0367	106	0.301	0.004	Null hypothesis rejected(p<0.05)
Organizational productivity in the Nigerian healthcare	4.50	0.3333	106			
Industry						

Correlation is significant at 0.05 level (2-tailed)

Note: Pearson r-coefficient $\pm 0.00 - 0.39 =$ Weak relationship

Pearson r-coefficient $\pm 0.40 - 0.69 =$ Moderate relationship

Pearson r-coefficient $\pm 0.70 - 1.00 =$ Strong relationship

The above statistical analysis revealed that, on average, people gave Decision Reason 3.35 out of 5 and that organizational productivity was 4.50. The Pearson correlation coefficient of 0.301 is statistically significant, with a p-value of 0.004 0.05. As a result, we can't accept the status quo. The decision-making process in Nigeria's healthcare service sector is greatly impacted by Decision Rationale.

Hypothesis two: Degree of involvement does not have a significant effect on organizational productivity in the Nigerian healthcare service industry

Table 4.3: Degree of involvement effect on organizational productivity in the Nigerian healthcare service industry.

Variables	Mean	Variance	Observations	Pearson	P(T<=t)	Remarks
r-coefficient						
Degree of involvement	2.56	1.5004	106	0.725	0.001	Null hypothesis rejected(p<0.05)
Organizational productivity in the Nigerian healthcare	4.5	0.3333	106			
Industry						

Correlation is significant at 0.05 level (2-tailed)

The average level of involvement was found to be 2.56 with a standard deviation of 1.5004, whereas the average level of organizational production was found to be 4.5 with a standard deviation of 0.3333 (see Table 4.8.2). Since the correlation coefficient is substantial (p0.001), we reject the null hypothesis. The amount of engagement of a group's members is a key factor in the group's success.

Hypothesis Three: Decision process does not have a significant effect on organizational productivity in the Nigerian healthcare service industry

Table 4.4: Decision process effect on organizational productivity in the Nigerian healthcare service industry.

Variables	Mean	Variance	Observations	Pearson	P(T<=t)	Remarks
r-coefficient						
Decision Process	3.57	0.503	106	0.886	0.001	Null hypothesis rejected(p<0.05)
Organizational productivity in the	4.5	0.25	106			
Nigerian healthcare industry						

Correlation is significant at 0.05 level (2-tailed)

The table above shows that decision making processes have a mean of 3.57 and a standard deviation of 0.503, while organizational productivity has a mean of 4.50 and a standard deviation of 0.334. (from 106 respondents). The 0.886 Pearson r-coefficient was statistically significant (p 0.05). Therefore, we conclude that the alternative hypothesis is false and the decision process significantly affects organizational output.

Hypothesis Four: Inclusiveness of decision does not have a significant effect on organizational productivity in the Nigerian healthcare service industry.

Table 4.5 Inclusiveness of decision effect on organizational productivity in the Nigerian healthcare service industry.

Variables	Mean	Variance	Observations	Pearson r-coefficient	P(T<=t)	Remarks
Inclusiveness of decision	2.2	0.130	106	0.208013	0.000	Null hypothesis rejected(p<0.05)
Organizational productivity in the Nigerian healthcare industry	4.5	0.311	106			

Correlation is significant at 0.05 level (2-tailed)

The above table shows that in the Nigerian healthcare industry, the mean and variation for Inclusiveness of decision were 2.2 and 0.130, and for Organizational productivity they were 4.5 and 0.311. Significant (p0.05) correlation was found between the two variables (0.208 Pearson r). Thus, the alternative hypothesis is accepted, and the null hypothesis is rejected. These results demonstrate that Inclusiveness of decision has a sizeable impact on healthcare organizations' output in Nigeria.

Hypothesis Five: Decision process domain does not have a significant effect on organizational productivity in the Nigerian healthcare service industry.

Table 4.6: Decision domain effect on organizational productivity in the Nigerian healthcare service industry.

Variables	Mean	Variance	Observations	Pearson r-coefficient	P(T<=t)	Remarks
Decision process domain	2.35	0.845	106	0.978	0.044	Null hypothesis rejected(p<0.05)
Organizational productivity in the Nigerian healthcare industry	4.5	0.284	106			

Correlation is significant at 0.05 level (2-tailed)

For the area of decision making, the examined data in Table 4. 6 indicated a mean of 2.35 with a variance of 0.845, and for organizational productivity, the mean was 4.5 with a variance of 0.284. There was a statistically significant relationship between the two variables (0.978 Pearson's r, p0.05). The alternative hypothesis, then, is accepted; this means that the Decision process domain significantly affects Organizational productivity in Nigeria's healthcare sector, thereby rejecting the null hypothesis.

5. Summary of findings

The findings revealed that:

- i. Decision rationale has a weak, positive and significant effect on organizational productivity in the Nigerian healthcare industry.
- ii. Degree of involvement has a strong, positive and significant effect on organizational productivity in the Nigerian healthcare industry.
- iii. Decision process has a strong, positive and significant effect on organizational productivity in the Nigerian healthcare industry.
- iv. Inclusiveness of decision has a weak, positive and significant effect on organizational productivity in the Nigerian healthcare industry.
- v. Decision process domain has a strong, positive and significant effect on organizational productivity in the Nigerian healthcare industry.

Conclusion and Recommendations

Employees at Nigeria's National Institute for Pharmaceutical Research and Development (N.I.R.P.D.), located in Idu-Abuja, were surveyed to determine how various external and internal factors affect the efficiency of healthcare organizations in Nigeria. The major objective of this research was to learn how employee participation in decision making affects productivity in the healthcare sector in Nigeria. The study's overarching goal is to demonstrate to businesses because a more democratic approach to management is necessary for success. The results of this study support the idea that inclusive decision-making practices have a positive effect on healthcare organizations in Nigeria.

It is clear from the cited sources that a business may benefit from increased employee dedication, teamwork, morale, and strategic competitive advantage by implementing an employee participation program. However, there are several challenges that must be overcome by employee engagement programmers. These include managers' negative attitudes regarding employee participation, a shortage of competent personnel, high implementation costs, and the wider sociocultural context. Employee participation, on the other hand, has been shown to speed up issue solving, improve morale among employees, and foster trust between management and staff. In order to increase their competitive edge, fuel innovation, and boost performance, businesses must implement efficient employee participation initiatives.

Based on the findings of this study, the following recommendations have been made:

- i. Decision rationale which is a written explanation of why that decision was taken. It's designed to aid with both decision-making and knowledge retention by making the logic behind a choice crystal obvious. The management of healthcare institutions should make sure that this logic is communicated at all times, since it improves organizational productivity in the Nigerian healthcare business.
- ii. Degree of involvement should increase, because when employees get involve in the process of making decision, their commitment to ensuring organizational productivity is also enhanced.
- iii. Decision that are routine should be attended to by management because they take such decisions on a regular basis to keep the business to run smoothly thereby enhancing organizational productivity in the Nigerian healthcare industry
- iv. Management of health care establishment should ensure inclusiveness of decision as it will help to increase organizational productivity in the Nigerian healthcare industry.

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