

# Employee Participation in Decision Making Process on Organisational Performance: Evidence from Osun State University, Nigeria

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## Abstract

Organisations in the global community recognise that employees play a vital role in the growth, development and attainment of organisational set goals and objectives and as such, mechanisms are put in place to recruit employees with skills, ideas, and initiatives into the organisational systems. However, in most contemporary organisations, employees' initiatives in the organisational decision-making process have been undermined. This study examined organisational performance via the lens of employee participation in the decision-making process at Osun State University, Nigeria. Primary and secondary data were utilised for the study. The study adopted a descriptive research design, and the data gathered were analysed using descriptive statistics. Multi-stage sampling techniques were used to select 422 as the study population, which comprised academic staff, non-teaching staff, and the management team. A sample size of 20% of the population, consisting of 84 respondents, was then selected for questionnaire administration. The study's findings revealed that it enables employees to make decisions concerning a particular task, fosters creativity and innovation, enhances workplace harmony, and increases employees' efficiency, among other benefits. The study concluded that employee involvement in organisational decision-making cannot be undermined. It was recommended, among others, that employees should be given an enabling environment to contribute their quota to the realisation of institutional goals.

**Keywords:** Employee Participation, Decision Making, Organisation Performance

## INTRODUCTION

The primary goal of employee participation in an organisation's decision-making process is to create a supportive environment in which individuals can contribute their initiatives and ideas to influence decisions and actions that affect their performance. Employees are regarded as the most valuable asset of an institution; as such, the management team is obligated to take a more proactive approach to meet their needs. According to Ojokuku and Sajuyigbe (2014), to achieve shared goals between managers and employees, employee involvement in decision-making has been recognised as a managerial strategy for improving organisational performance. This is made possible by considering employees' contributions and feedback when developing the mission statement, guidelines, rules, and pay, as well as when deciding who gets promoted. Employee participation in decision-making, a concept of interest in human resources management, is the primary source of employee voice, according to Brinsfield (2014).

An organisation's ability to survive is determined by its ability to involve its personnel in decision-making; however, addressing this attitude and maintaining workplace harmony requires careful consideration. Employee involvement in decision-making ensures that they feel a part of the organisation and contribute to achieving organisational goals. Personnel involvement in an organisation's course of action has stimulated the interest of labour relations scholars, academics, and practitioners. Several studies have shown that involving personnel in an organisational course of action improves job performance, motivates personnel for performance output, and facilitates organisational growth (Hussain *et al.*, 2018; Albrecht *et al.*, 2018; Al-dalahmeh *et al.*, 2018). According to Bhatti (2013), employee involvement is merely a managerial strategy that works well under certain conditions.

Employee involvement in the management of an institution's initiatives motivates them to increase organisational productivity and provide high-quality services (Kang & Sung, 2017). According to Obembe *et al.* (2022), employees who are sufficiently motivated will do everything in their power to help the institution achieve its objectives. Thus, a link exists between employee behaviour influenced by a leader's style and organisational productivity. A participative leader benefits both the organisation and its employees by increasing output while decreasing absenteeism, conflicts, uncertainty, and employee turnover (Pandita & Ray, 2018).

According to Smith and Bititci (2017), given the right conditions, even the most inexperienced employee can learn, and competent management can motivate employees and increase productivity. Osun State University, Nigeria, which is an institution of higher learning, has categories of employees from the non-teaching staff, academic staff, and the management team, each with defined roles and responsibilities to realise the institutional goal of excellent academic standards. For the optimal delivery of the institution's goals, it is expected that the management team create a conducive atmosphere for its personnel to contribute their ideas and initiatives to the institution's course of action, from the departmental level to the faculty level and management board meetings. This will facilitate the institution's employees to commit their best to the continued survival of the institution in the global community.

Studies have shown that institutions that encourage subordinate initiatives in the decision-making process tend to increase performance (Brinsfield, 2014; Kim & Holzer, 2016). The lack of acceptance of subordinate ideas in the course of action of an institution can lead to conflicts of interest, employee turnover, and a lack of commitment to roles and responsibilities. An institution management team and staff who work together have more options and are more likely to support and agree on major decisions and organisational changes. The sense of organisational ownership boosts employees' effort, loyalty, morale, and increases performance. The advantages of involving employees in decision-making have been emphasised. This study examined organisational performance via the lens of employee participation in the decision-making process at Osun State University, Nigeria.

## LITERATURE REVIEW

### Employee Participation

The process of involving employees in an organisational course of action is known as participatory decision-making. According to Alsughayir (2016), employee involvement is the practice of allowing personnel to use their initiative to add value and boost performance within an organisation or institution. Employee participation is the direct application of employees' knowledge, abilities, and energies to resolving organisational problems and achieving organisational goals and objectives. According to Obembe *et al.* (2019), participation includes employees taking part in organisational initiatives, reaping the benefits of growth, and contributing to evaluation processes. Personnel involvement refers to the practice of allowing employees to make decisions outside of their immediate work environment.

According to García *et al.* (2019), personnel involvement is the sum of all direct and indirect ways in which individuals and groups participate in an organisational course of action. Personnel involvement in the opinion of Jurburg *et al.* (2017), is the transfer of authority, either directly or indirectly, between superiors and subordinates during decision-making processes. According to Abubakar *et al.* (2019), personnel involvement also refers to a worker's involvement in organisational course of action. In the opinion of Kim and Holzer (2016), personnel participation is the result of organisational practices designed to increase workers' commitment to the organisation and sense of engagement with their workplace.

According to Ezeanolue and Ezeanyim (2020), employee participation involves every employee in helping the organisation achieve its goals and treating each one as a valuable asset rather than just a cog in the machine. Personnel involvement, according to Ojokuku and Sajuyigbe (2014), is a set of protocols designed to elicit each employee's support, understanding, and optimal contribution from the organisation, as well as their commitment to its goals. According to Nwoko and Emerole (2017), each employee is more than just a cog in a machine; they are unique human beings who can assist the organisation in achieving its goals.

Employee participation in organisational operations, according to Oluwatoyo *et al.* (2017), not only motivates employees but also enables them to contribute their best to the organisation's development. He also defines personnel participation as a procedure that leads to organisation democracy and worker motivation through participation, dialogue, and decision-making. Individuals who see their jobs as the centre of their lives are one way to describe high-involvement workers. In a similar vein Oyebamiji (2018), claims that participation includes people's involvement in organisation and workplace decision-making processes. Osborne and Hammoud (2017), define personnel involvement as an administration strategy that keenly seeks out personnel's opinions and allows them to help resolve work-related issues.

In other words, workplace group decision-making, according to Al Mehrzi and Singh (2016), is a novel approach that fosters communication and openness between management and employees while providing the subordinates with greater autonomy and control over their job duties. It describes a worker's participation in the strategic planning procedures of an organisation. Personnel involvement in the organisational course of action empowers front-line staff who deal precisely with the day-to-day running of the organisation (Jiang & Shen, 2023). Inculcating subordinate initiative in the work environment is the bedrock of personnel involvement in the organisational course of action. According to Hanaysha (2016), it is a system that allows individuals at the workplace to deliberate on a course of action. According to Ruck *et al.* (2017), this type of entrustment is distinct in that the subordinate has greater autonomy and control over bridging the workforce-management communication gap. It describes the level of worker participation in an organisation's strategic planning effort. Employee involvement in an organisation can be classified as high or low. When all employee categories are involved in the planning process is high or when personnel are deeply involved in the organisational course of action. When staff are not given adequate freedom to contribute to the organisational course of action it is considered low level involvement.

## Decision Making

Making decisions is the most important and challenging management task, as well as a crucial component in the definition of management. Making decisions is one of the most important roles in organisations. Managers of organisations base their decisions on everything that occurs within the organisation. When ideas are implemented, they become decisions, and because decisions are made under conditions of risk and uncertainty, the outcome may or may not be favourable. The capabilities, expertise, experience, attitudes, and values of the decision-maker all significantly impact the decision-making process.

According to Friedler et al. (2021), decision-making is the process of selecting a course of action to address a specific problem. It also entails weighing your options and coming to an informed decision. Participation in decision-making promotes esteem needs, which increases employee motivation and productivity. According to Schwartz (2016), decision-making is the process of choosing between options. It is thought to be the result of a mental process necessary for choosing an action from a set of options. Before deciding on the best course of action, one must evaluate the advantages and disadvantages of several choices and factors which is the goal of decision-makers' options or actions during the decision-making process. According to Zubair et al. (2015), a connection exists between various actions and their corresponding outcomes.

## Organisational Performance

The measurement or computation of the relationship between input and output is known as productivity. The output is the finished product, while the inputs are the labour, capital, time, space, technology, and human resources required to run the organisation. Employees are considered productive when their inputs and outputs are equal. When an organisation is productive, it can achieve more in less time. Thus, efficiency saves the organisation money in terms of labour and time. Unproductive employees spend a significant amount of time carrying out tasks, which costs the organisation more funds and results in wasted time (Bakotić, 2016). Higher worker productivity in an organisation has numerous advantages, including increased earnings, profits, and incomes; increased availability of capital, services and goods at lower costs and prices; a reduction in work hours and an improvement in living and working conditions; and a strengthening of the workers' overall financial base (Jyoti & Rani, 2017).

Every organisation is built on productivity, which is critical because productivity is the primary reason for the existence of organisations; it is the goal that all organisations strive to achieve. Several institutions have turned to frequent staffing changes to meet or exceed productivity targets. This is consistent with Singh *et al.* (2018), discovery that productivity problems have impacted most periodic organisational repositioning initiatives. Productivity has frequently been identified as the most pressing, contentious, and analytical issue in both public and private organisations. What is meant to be understood as productivity is the actual output per labour unit. Sickles and Zelenyuk (2019), define productivity as an employee's ability to meet or exceed their employer's expectations in terms of work or goods and services produced. Drucker (2018), defines productivity as the total output divided by the total input required to produce that output.

## Theoretical Framework

The Democratic Participatory Theory serves as the theoretical framework of this study. The theory emphasises the roles that participation plays in people's lives and society. According to Jurburg *et al.* (2017), decision-making involvement enhances an employee's sense of freedom by granting them genuine control over their environment and life. Again, allowing the person to become their boss emphasises the importance of personal autonomy. According to Hassan (2016), organisations allow people to gain collective management experience in the work environment through employee input in the organisational decision-making process.

According to the theory, people in a market are constantly trying to maximise their gains while minimising their losses from the political process. It assumes that people are self-centred because their primary motivation is to advance or defend their interests. The theory assumes that increased participation will make ordinary people feel more efficient. This implies that their actions may influence public policy and grant them greater control over their community life. In other words, increased involvement in one area of life also has an impact on the workplace.

## Empirical Review

According to research, employee voice in organisational decision-making is critical to achieving the organisation's goals and objectives. Oyebamiji (2018) investigated the impact of employee decisions on organisational performance at the Ladoke Akintola University of Technology Hospital in Ogbomosho, Oyo State, Nigeria. The study found that employee decision-making improves organisational performance in both direct and indirect ways. The study also found that the management team's failure to engage staff members in the process results in low personnel involvement in the institution's decision-making process. The study concluded that staff decision-making is an alternative framework for organisational performance.

Obembe *et al.* (2019), investigated the impact of employee participation in decision-making processes on organisational performance. The study's findings revealed a variety of ways in which employees can participate in institutional decision-making processes, including staff representation at management meetings, departmental staff committees, the sharing of appropriate information between superiors and subordinates, joint consultative decision-making committees, and one-on-one meetings with superiors at work. The study concluded that staff participation in decision-making processes has a significant impact on achieving organisational objectives.

Dede (2019) investigated the productivity of a company and the extent to which employee input was considered in decisions concerning the Internal Revenue Service's Cross River State Board in Calabar. The study found that employees' involvement in organisational decision-making procedures ensures effective decision-making, increases commitment and job satisfaction, fosters a positive work environment, and boosts employee morale as a team member. The study concluded that achieving preset goals and objectives necessitates employee participation in an organisation's decision-making process.

Daniel (2019) investigated the influence of personnel decision-making on Nigeria's banking industry. The study discovered a strong connection between personnel participation in organisational courses of action and effectiveness. The study also emphasised the importance of the workforce in helping the organisation achieve its objectives. The study concluded that management in the banking industry should involve employees more in decision-making to realise organisational goals.

Ezeanolue and Ezeanyim (2020) investigated the impact of employee participation in decision-making on organisational productivity in South-East Nigerian manufacturing companies. The study's findings revealed that employee decision-making significantly increases organisational productivity. The study also discovered that staff delegation significantly increases productivity within organisations. The study concluded that employee involvement in organisational decision-making leads to higher productivity levels.

Torlak (2022), investigated the effect of decision-making process on leadership accomplishment. The study found that a democratic management team and leader foster an environment that encourages personnel involvement in the organisational process. The study further revealed that participative decision-making processes influence employee morale, knowledge, and attitude, which facilitate leadership performance. The study concluded that a democratic leader is geared towards organisational performance through a joint decision-making process.

## METHODOLOGY

Primary and secondary data were utilised for the study. Primary data was sourced from a self-structured questionnaire and interview guide, while secondary data were collected from published journal articles, textbooks, research work, conference proceedings, and institutional materials. Descriptive statistics were used to analyse the findings of this study. The population of the study comprised 422 individuals (268 academic staff, 127 non-teaching staff, and 27 members of the management team). A multi-stage sampling technique was utilised for the study. In the first stage, the University was classified using a stratified sampling technique based on the State's administrative zones, specifically Osogbo/Okuku, Ifetedo/Ipetu Ijesha, and Ikire/Egibgo. In the second stage, the Osogbo, Ikire, and Ipetu Ijesha campuses, which account for 50% of the institution's campuses, were chosen using a random sampling method. In the third stage, two departments from each of the selected campuses, totalling six departments, were chosen using the random sampling technique. This ensures that all the state's administrative zones are represented. In addition, a proportionate-to-size sampling technique was utilised to select 84 respondents for questionnaire administration. To supplement the data gathered from the distribution of questionnaires, an interview session was also conducted with the Registrar, Bursar, and several department heads of the institution.

## RESULTS AND DISCUSSIONS OF FINDINGS

This section presents, analyses, and interprets respondents' perspectives on personnel involvement in decision-making regarding institutional performance. The researcher used Osun State University in Nigeria to examine employee participation in decision-making and its impact on organisational performance. Table 1 presents an analysis of the quantitative data for each variable. The analysis results were presented as a standard deviation, mean value, and percentage. The respondents rated their responses to the variable on a five-point Likert scale. To supplement the findings of the quantitative data analysis, a content analysis method was employed to examine the qualitative data gathered from the interviewees.

The first question posed to respondents addressed the claim that staff participation in institutional decision-making reduces uncertainty about the implementation of institutional policies, as shown in Table 1. Reacting to this, 26 (35.6%) participants strongly agreed with the assertion, which was corroborated by 20 (27.4%) participants who agreed with it; 9 (12.3%) participants were undecided. However, it was contrary to the view of 9 (12.3%) participants, who disagreed with the statement, while 9 (12.3%) participants strongly disagreed with it. The mean and standard deviation are as follows ( $\bar{\chi} = 3.62$ ,  $SD = 1.401$ ). The data suggest that 63% of the participants reported that personnel involvement in the organisation's decision-making process reduced ambiguity regarding the institution's policy implementation.

In line with the second statement, personnel involvement in the organisation's course of action leads to the acceptance of the institution's decision-making. In their response, 17 (23.3%) participants strongly agreed with this statement, 30 (41.1%) participants agreed with it, and 16 (21.9%) participants did not express a decision. In contrast, 5 (6.8%) participants disagreed with the statement, while 5 (6.8%) participants strongly disagreed with the statement. The statement had a mean value and standard deviation of ( $\bar{\chi} = 3.67$ ,  $SD = 1.119$ ). According to the data interpretation, the majority of participants (64.4%) agreed with the variable stating that personnel involvement in the organisation's course of action leads to employees' acceptance of the institution's decisions.

Concerning the third statement, employees' participation in decision-making increases employees' efficiency. Reacting to this, 21 (28.8%) participants strongly agreed with the statement, which was supported by 30 (41.1%) participants who agreed with it, while 11 (15.1%) of the participants were undecided. It was contrary to the opinion of 9 (12.3%) participants who disagreed and 2 (2.7%) strongly disagreed with the statement. This data representation shows that employees' participation in decision-

making increases employee efficiency with a 69.9% agreement level. The statement had a mean value and standard deviation of ( $\bar{\chi} = 3.81$ ,  $SD = 1.076$ ).

Regarding the fourth statement, to verify if personnel involvement in decision-making improves workplace harmony within the institution. In response to this, 17 (23.3%) participants strongly agreed; 34 (46.6%) agreed, and 11 (15.1%) were undecided. It was contrary to the view of 8 (11.0%) who disagreed with the statement, while 3 (4.1%) participants strongly disagreed with the statement. The data's analytical inferences supported the idea that decision-making by staff members enhanced workplace harmony within the organisation, with a mean and standard deviation of ( $\bar{\chi} = 3.74$ ,  $SD = 1.068$ ).

The fifth variable, employees' participation in decision-making, makes employees more creative and innovative. Responding to this, 28 (38.4%) participants strongly agreed with this variable; 27 (37.0%) participants agreed with it, and 10 (13.7%) participants were undecided about the variable. However, 7 (9.6%) of the participants disagreed with the variable, while 1 (1.4%) participant strongly disagreed with the variable, with a mean and standard deviation of ( $\bar{\chi} = 4.01$ ,  $SD = 1.020$ ). Most participants, 75.4%, admitted that personnel involvement in the institution's decision-making enables employees to be creative and innovative in their actions.

The sixth variable, personnel's involvement in decision-making, allows an employee to decide whether to run a particular task. In their response, 25 (34.2%) participants strongly agreed with the variable, while 27 (37.0%) participants agreed with it, and 12 (16.4%) participants were undecided about the variable. It was contrary to the views of 4 (5.5%) participants, who disagreed, and 5 (6.8%) who strongly disagreed with the variable. This revealed that personnel involvement in an organisation's course of action enables an employee to decide on the running of a particular task with a mean value and standard deviation of ( $\bar{\chi} = 3.86$ ,  $SD = 1.158$ ).

The seventh variable is to determine if employees' participation in decision-making allows the subordinate to complete a task; however, it makes them feel, and then report back to the superior. Reacting to this, 20 (27.4%) participants strongly agreed, 32 (43.8%) agreed, and 8 (11.0%) were undecided. It was contrary to the view of 9 (12.3%) who disagreed with the variable, while 4 (5.5%) participants strongly disagreed with the variable. The analytical conclusion of the data indicated that personnel involvement in decision-making allows subordinates to perform their duties in the way they feel best, and then inform their superiors with a mean value and standard deviation of ( $\bar{\chi} = 3.75$ ,  $SD = 1.152$ ).

In respect to the eighth variable, employees' participation in decision-making helps to eliminate conflict and disagreement. In their response, 16 (21.9%) participants strongly agreed with the variable, while 28 (38.4%) participants agreed with it, and 16 (21.9%) participants were undecided. However, it was contrary to the opinion of 7 (9.6%) participants who disagreed and 6 (8.2%) who strongly disagreed with the variable. This revealed that personnel involvement in the organisation's course of action helps to eliminate conflict and disagreement in the institution with a mean value and standard deviation of ( $\bar{\chi} = 3.56$ ,  $SD = 1.178$ ).

**Table 1**

*Employees' Participation in Decision-Making Process on Organisational Performance in Osun State University, Nigeria.*

Variables	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed	Descriptive Statistics N= 73	
	F (%)	F (%)	f (%)	f (%)	f (%)	Mean	S.D
1. Reduction in ambiguity regarding policy implementation of the institution	26 (35.6%)	20 (27.4%)	9 (12.3%)	9 (12.3%)	9 (12.3%)	3.62	1.401

*continued*

2. Acceptance of the institution's decision-making	17 (23.3%)	30 (41.1%)	16 (21.9%)	5 (6.8%)	5 (6.8%)	3.67	1.119
3. It increases employees' efficiency	21 (28.8%)	30 (41.1%)	11 (15.1%)	9 (12.3%)	2 (2.7%)	3.81	1.076
4. Improved workplace harmony in the institution	17 (23.3%)	34 (46.6%)	11 (15.1%)	8 (11.0%)	3 (4.1%)	3.74	1.068
5. It makes employees more creative and innovative	28 (38.4%)	27 (37.0%)	10 (13.7%)	7 (9.6%)	1 (1.4%)	4.01	1.021
6. It allows an employee to make decision concerning a particular task	25 (34.2%)	27 (37.0%)	12 (16.4%)	4 (5.5%)	5 (6.8%)	3.86	1.158
7. It enables the subordinate do a task the way he feels best and then informs the superior	20 (27.4%)	32 (43.8%)	8 (11.0%)	9 (12.3%)	4 (5.5%)	3.75	1.152
8. It helps to eliminate conflict and disagreement	16 (21.9%)	28 (38.4%)	16 (21.9%)	7 (9.6%)	6 (8.2%)	3.56	1.178

### Field Survey, 2024

### Test of Hypothesis

Ho: Employees' participation in decision-making has no significant effect on the performance of Osun State University Nigeria.

H<sub>1</sub>: Employees' participation in decision-making has significant effect on the performance of Osun State University Nigeria.

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.582 <sup>a</sup>	.365	.363	.27899

a. Predictors: (constant), Employee participation

b. Dependent Variable: Organisational performance

### ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	37.778	1	37.778	232.632	.000 <sup>b</sup>
Residual	45.012	202	.134		
Total	82.790	203			

a. Predictors: (constant), Employee participation

b. Dependent Variable: Organisational performance

### Model Summary for Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Beta		
Constant	0.242		13.223	.000

*continued*



Employees participation	.313	.013	.582	17.238	.000
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a. Dependable Variable: Organisational Performance

R=0.582

R<sup>2</sup>=0.365

F=232.632

As the residual sum of squares (45.012) exceeds the regression sum of squares (36.778), the model is unable to account for a larger portion of the variation in the dependent variable. Since the F statistics' significant value (0.000) is less than 0.05, it is impossible for chance to account for the variation that the model explains.

The correlation coefficient, R, indicates a significant relationship between employee participation in decision-making and organisational performance (0.582). The R square coefficient of determination shows that the model explains 36.5% of the variation in organisational performance.

The linear regression model's high error is approximately 0.27899. The employee participation in decision-making coefficient of 0.582 revealed a statistically significant ( $t=13.223$ ) positive relationship between employee participation and organisational performance. As a result, the null hypothesis is rejected, and the alternative hypothesis is accepted.

To supplement the data gathered by administering a questionnaire in the study area, an interview session was held with the Registrar, Bursar, and a few department heads from the institution. Surprisingly, most of the interviewees revealed that the institution provides an enabling environment for the staff of the institution to participate in decision-making process. It was also noted by one of the heads of department that decentralisation of decision-making takes place at the institution to ensure prompt response to cases of urgent attention in the institution and for a quick decision-making process. He also noted that decision-making process in the institution cuts across various departments and faculties.

According to the Registrar of the institution, he noted that the institution is structured in a manner that facilitates employees' contribution to the decision-making process. He further noted that the management of the institution does not take solitary decisions, however, it gives room for adequate involvement and representation of staff in management meetings across the faculties of the institution. In the opinion of the Bursar of the institution, he revealed that the management of the institution ensures transparency and accountability in their decision-making process based on joint consultation.

A head of a department stated that the institution provides an adequate feedback mechanism to various faculties of the institution regarding any matter presented before the management of the institution through the deans which is also channelled to various departments for deliberation. In summary, the institution provides a flexible means for the employees of the institution to participate in the decision-making process.

## CONCLUSION

The study concluded that employee participation in decision-making process determines an institution's overall effectiveness. Carrying them along is insufficient to ensure commitment and improve performance, so the degree is important in decision-making. As a result, an employee's emotional state influences their level of productivity. Employee commitment has a direct impact on the long-term viability and profitability of any institution. Employee participation has been shown in studies to improve management team efficacy as well as their employees' morale, dedication, and performance. As a result, participatory management is an essential tool for any institution either public or private. However, before any of this can be implemented, the organisation's policy must be thoroughly reviewed and updated to account for it.

The institution's management team should increase the frequency and level of employee participation in decision-making because employees are more familiar with the organization's day-to-day operations and are thus better positioned to understand what is going on in those areas. Every institution should strive to establish a clear definition and understanding of participatory decision-making to avoid misunderstandings and conflicts of interest between management and employees.

Institutions should encourage employees to make sound recommendations and decisions and then incorporate those recommendations into the organization's policies and decisions. Given its significance and benefits, particularly for an organization's growth and stability, time and money investments in participative management should be made with care and caution to avoid regrets.

More importantly, any organisation that wants to assist employees in determining where their ideas and opinions are most needed should have a clear and specific primary goal for any participation programme.

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