

## **Participative Management and Employee Productivity in Agro-Entrepreneurship Firms in Anambra State**

<sup>1</sup>Orizu, Chiagozie Henry, <sup>2</sup>Dr. Ohanyere C.P. <sup>3</sup>Dr. Chineze J. Ifechukwu-Jacobs,

<sup>1&3</sup>Department of Entrepreneurship Studies  
Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State Nigeria

<sup>2</sup> Lecturer Departments of Business Administration  
Chukwuemeka Odumegwu Ojukwu University, Igbariam, Anambra State Nigeria

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**ABSTRACT:** *The study examined the participative management and employee productivity in agro-entrepreneurship firms in Anambra state. the objectives of the study were to: examine the effect of direct employee' participation, consultative employee' participation, representative employee' participation employee ownership participation on employee productivity in agro-entrepreneurship firms in Anambra state. However four hypotheses are formulated in line with the objectives. The study were anchored on Subjective Expected Utility theory (SEU) developed by L. J. Savage in 1954. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected firm. The populations of the study were 2244, The sample size of the study is four hundred and thirty-two (432). While three hundred and thirty-two (332) where retrieved. The hypotheses were tested using regression method at 0.05% level of significance. The findings of the study revealed, There was significant relationship between direct employees' participation in effective decision making and employee productivity in agro-entrepreneurship firms in Anambra state (t-7.761 p-0.00). There was significant relationship between consultative employees' participation in effective decision making and employee productivity in agro-entrepreneurship firms in Anambra state (t-6.112 p-0.00). There was significant relationship between Representative employees' participation in effective decision making and employee productivity in agro-entrepreneurship firms in Anambra state (t-2.836 p-0.00). The study recommends that The dimension and scope to which employee participate in organization sensitive issues should be deepened so as to attracts employee trust and commitment. Monthly or quarterly meetings and consultations with subordinates on crucial issues will stimulate employee morale and promote self-motivation as they will feel recognized and valued in the organization. This will be achieved through open and effective communication between the management and subordinates.*

**KEYWORD:** direct employee' participation, consultative employee' participation, representative employee' participation, employee ownership participation, agro-entrepreneurship firms

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## INTRODUCTION

Productivity is a concept usually defined as the relation between output and input, which has been practical in varied conditions on different levels for over two centuries. The International Labour Organization maintained that productivity is the ratio linking the output and input of resources used up in the production process (Kato, 2016). Employee productivity is very significant for the realization of a company in today's globally competitive market. The ability of an employee in a firm to exploit the available resources to produce cost-effective goods or services has many advantages. These involve timeliness, discipline, coordination, analysis, and highly skilled manpower (Leonard, 2018). Employee productivity helps businesses to grow faster in the market (both local and global) and face cutthroat competition without perturbing about failure. It can either build a firm or bring it to its downfall. Employee productivity regulates the revenues and profits of the organization because profits are the end result of employees' efficiency as well as efficiency in business policies and processes (Chebet, 2015).

A firm can increase its employee productivity by allowing suitable vicissitudes in its business processes and policies in order to invest and take advantage of strengths (strong areas) for betterment. The success of a business can be traced to its diligent employees for their excellent productivity. There is always a big difference in a firm's profit and output when each employee puts extra effort into their activities. It is necessary for employees to be motivated in order to reach their full potential and maximal level of productivity. Firms that recognize and encourage employee productivity are more likely to be successful than their counterparts that do not. The firm with the most productive employees will have zero effect of adverse market conditions because they are proactive (Shane, 2017). Employee performance is influenced by a variety of elements, the most important of which is training, which improves employees' abilities (Raja, Furqan & Khan, 2011). Employees with more on-the-job experience tend to perform better since their abilities and competences improve as a result of their increased on-the-job experience.

Management across all working environment have been working towards developing people-oriented behaviour in the organization which brought the implementation of participatory management (Abdulle & Aydintan, 2019). This method of management received great attention as it has been proven that it brings more benefit than harm to subordinates and also it enhances the relationship between subordinates and managers (Agbese et al., 2018). Participatory management is a type of management style wherein subordinates split with their superiors a considerable level of decision-making power (Robbins, 2014). Subordinates are allowed to make decisions and participate in the process of making decision for the company. In this process, employee's involvement may differ such as problem solving, goal setting, closely involved in decision making, serving on policy-making bodies and recruiting new co-workers (Cotton,

2014). Participation can be viewed as “opportunity to influence decisions”, and it is seen to encompass both structure and processes of power sharing (Karanja et al., 2018).

A participative system is one in which opportunities are broadly pooled among all organization members (Robbins, 2014). With the wide encompassment of power, conflict of interest and meeting a consensus have to be considered as this can take away much of time resources (Agbese et al., 2018). Participatory management practice balances the involvement of managers and their subordinates in information processing, decision making and problem solving endeavors. Employee participation in decision-making makes them feel elated and also satisfies their self-actualization needs; by so doing’ increases their job satisfaction and eventually, job performance (Owolabi & Abdul-Hameed, 2011; Abdulai & Shafiwu, 2014). The most valuable approach to boost productivity is by striving for the collective goals of both employees and managers. By allowing workers’ input into developing and establishing policies and procedures etc., they can improve communication and increase morale and satisfaction.

Participative management respects all members of an organization as an infinite resource able to contribute knowledge and creativity to improving its ability to solve the main problem facing the organization. By encouraging participative management managers are in effect decentralizing authority within their organizations. This often leads to improved decision quality, increased commitment for employees to the decision outcomes which they have influenced, and, above all, it enhances their overall job performance (Abdulai & Shafiwu, 2014). Participation in decisions may not only give promises of a better integration of the workforce, but also of higher efficiency, the effective management of people and the all-important question of productivity which boast performance.

Although modern management insists on the importance of participative management, many private and public enterprises, in Nigeria are still administrating on the basis of a traditional approach or rather on the earlier approaches of management which relied more upon autocratic style (Ezennaya, 2011).

In practice, the task of decision-making seemed to be a task of top management. Obviously, this has direct or indirect negative impacts on those companies, in terms of employee commitment, cooperation between managers and employees and finally on organizational performance. Employees seem to show greater commitment to decisions in which they have participated or consulted. It is therefore maintained that when groups are excluded from effective roles in decision-making affecting them, they tend to react in aggressive, polarizing ways. Many studies have also shown high performance of employees, including those at the lower level management when they are involved in the decision-making process.

Understandably, these workers who are closer to the problems of clients have the understanding and knowledge necessary to make important decisions. The lower-level managers and operational employees are closer to the activities and typically have more detailed knowledge about problems than do top managers. Most studies observed that these lower-level managers and operational employees are not carried along in decision making process thus giving rise to low employees' commitment, poor cooperation between managers and employees and finally poor performance.

In many organizations today, the decision making power depends on the degree of autonomy built into particular jobs, as is the case of agro-entrepreneurship firms in Anambra state, where employee have little or no say in the decision making process. This is as a result of its negative impacts on Organizational Performance. As it represents increased participation, which slows down decision making process due to several inputs and feedbacks offered by many people. Therefore, it becomes difficult to choose the best alternative among many suggestions (IVM. 2022). On the other hand, it takes time to verify the accuracy of information which may lead to delay in decision making process. Therefore, discovering the main problems impeding employee participation in decision-making in private enterprises, particularly in automotive firms becomes an important factor at this time hence, the following variables: direct employee participation, consultative employee participation, representative employee participation and employee ownership participation were operationalized

### **Objectives of the Study**

The broad objective of the study is to assess the effect of participative management and employee productivity in agro-entrepreneurship firms in Anambra state while the specific objectives are

1. To examine the effect of direct employee' participation on employee productivity in agro-entrepreneurship firms in Anambra state
2. To examine the effect of consultative employee' participation on employee productivity in agro-entrepreneurship firms in Anambra state
3. To examine the degree of relationship between representative employee' participation and employee productivity in agro-entrepreneurship firms in Anambra state.
4. To determine the effect of employee ownership participation on employee productivity in agro-entrepreneurship firms in Anambra state

### **Hypotheses of the Study**

H<sub>01</sub>: Direct employee' participation has no significant effect on employee productivity in agro-entrepreneurship firms in Anambra state.

H<sub>02</sub>: Consultative employee' participation has no significant effect on employee productivity in agro-entrepreneurship firms in Anambra state.

Ho<sub>3</sub>: Representative employee' participation has no significant effect on employee productivity in agro-entrepreneurship firms in Anambra state

Ho<sub>4</sub>: Employee ownership participation has no significant effect employee productivity in agro-entrepreneurship firms in Anambra state.

## **REVIEW OF RELATED LITERATURE**

### **Theoretical Framework**

The study is anchored on Subjective Expected Utility theory (SEU) developed by L. J. Savage in 1954. The theory holds that a rational agent always attempt to maximize its reward by choosing the action with the highest expected utility. The theory of subjective expected utility combines two subjective concepts: first, a personal utility function, and second a personal probability distribution (usually based on Bayesian probability theory). In decision theory, subjective expected utility is the attractiveness of an economic opportunity as perceived by a decision-maker in the presence of risk. According to Savage (1954) the quality of human capital available in organizations reflects the quality of decisions and choices made, thus such decisions ultimately result in organization performance. The development of subjective expected utility theory (SEU) was a major intellectual achievement which gave for the first time a formally axiomatic statement of what it would mean for an agent to behave in a consistent, rational manner.

It assumed that top management which are decision makers possessed a utility function which is an ordering of all possible outcomes of choices by preference, that all alternatives among which choice could be made were known, and the consequences of choosing each alternative could be ascertained. SEU theory thus suggests that top management must be effective in their organizational decision-making by pulling rather than pushing; by inspiring their subordinates rather than ordering them; by enabling people to use their own initiative and experiences rather than by denying their efforts or constraining their experiences and actions in the organization (Anderson, 2017). By applying subjectively these assigned probabilities, SEU theory opened the way to fusing subjective opinions with objective data, an approach that if adopted for effective decision-making in Organizations have a tendency of facilitating high performance.

### **Empirical Review**

Chimaobi, (2022) the effect of employee participation in decision making on organizational performance using Afam Power Plc in Port-Harcourt, River State as a case study. The population of study comprised of managers and employees of the selected firm in Port-Harcourt River state. The sample for the study was given as 125. Out of the 125 questionnaire administered to the participant only 100 were returned while 25 were not returned. The study was analyzed using of tables and percentage while the three hypotheses were tested with the aid of ANOVA. The result revealed that employee participation in decision making has positive effect on organizational

performance. This study recommends the following; organizations are encouraged to increase the frequency and level of worker participation in decision making between manager and subordinates to partake in joint decision making for the overall well-being of the organization. Again, firms are advised to structure their organization in such a way that it will encourage free flow of decision making in every level of management to promote employee involvement in decision making and create efficiency on organizational decision making process.

Uwandu, Udo-Anyanwu, and Okorie (2022) focused on participative management and effective communication as predictors of job performance of library staff in Federal Universities in South-East Geo-political Zone of Nigeria. Two research questions and two null hypotheses guided the study. Correlation research design which involved simple linear method was adopted for the study. The population of the study is 332 library staff. Using total enumeration sampling technique, the entire population was adopted as sample for the study. Rating scale was used to collect data for the study. Pearson r statistics was used to answer the research questions while t-test of significance of simple linear correlation statistics was used to test the hypotheses at  $p < 0.05$  level of significance. The findings of the study revealed that participative management and effective communication respectively are highly and significantly related with job performance of library staff in Federal Universities in South-East Geo-political Zone of Nigeria. Based on the above findings, the researchers recommended that university management and university library management should incorporate the library staff in taking decisions concerning them and the affairs of the library. University library management should ensure that there is downward, upward and horizontal communications among staff in their libraries.

Osazevbaru and Amawhe (2022) explored employees' involvement in decision making and organizational effectiveness of manufacturing firms. The cross-sectional survey research design was employed. Data were elicited from the middle and lower level employees of manufacturing firms registered under the Manufacturing Association of Nigeria (M.A.N.), Edo/Delta Chapter retrieved as at 31st October, 2021. For the purpose of the research, ten firms were selected with a total staff population of 1,839. Taro Yamane's formula was used in arriving at a sample of 329 employees and 216 responses retrieved were analyzed using the simple percentage, mean statistics, and hypotheses tested with linear regression after multi-collinearity test and correlation matrix revealed no collinearity problem. Results of hypotheses tested showed that employees' involvement in decision making has significant effect on organizational productivity, organizational adaptability, and organizational flexibility. Accordingly, the study recommended that the top management level of manufacturing firms should see the need to constantly involve the middle and lower level employees in their decision making processes whether directly or through advisory participation, to continually gain more effectiveness.

Njuguna, Muli and Wainaina (2021).evaluated mediating influence of employees commitment on participatory management and employees' performance in water service providers in

Murang'a County. The study was guided by the following objectives; a) To evaluate mediating effect of employees commitment on relationship between participatory management and employees' performance in selected water service providers in Murang'a County, (b) To assess the mediating effect of employee commitment on the relationship between Participatory Management; Predicting Employees' Performance. The study embraced an exploratory research design. A sample of 206 employees was selected from five water service providers namely: Murang'a Water and Sanitation Company Limited, Murang'a South Water and Sanitation Company Limited, Gatanga Water and Sanitation Company Limited, Gatamathi Water and Sanitation Company Limited and Kahuti Water and Sanitation Company Limited. Random sampling was applied in picking the respondents for the study. Self-administered questionnaires aided in collecting primary data and analyzed using both descriptive and inferential statistics. A pilot study was steered on data collection tool to pre-test its validity prior to the main survey. Data reliability was measured using Cronbach's alpha coefficient. Statistical Package for Social Sciences (SPSS) version 21.0 was used to aid in coding, entry and analysis of data. conclusions and recommendations based on the findings were finally outlined. The study concludes that participatory management through consultative management, quality circles, representative participation and delegation is vital and significantly affects performance of employees in water service providers in Murang'a County, Kenya. However, the study finally concludes that employees commitment failed to mediate the relationship between participatory management and employees' performance. Employees commitment therefore played insignificant part in enhancing effectiveness of participatory management to enhance employees' performance. Suggestion that employees commitment partially mediates the relationship between participatory management and employees' performance is a call to the management of water service providers in Murang'a County, Kenya to institute programmes that will ensure employees are committed to the job and organization as this is vital in enhancing effectiveness of participatory management.

Chimaobi and Mbah (2021) examined the impact of employee participation in decision making on organizational performance using Government Owned Enterprises in Port-Harcourt, River State as a case study. The population of study comprised managers and employees of the selected firm in Port-Harcourt River state. The sample for the study was given as 125. Out of the 125 questionnaires administered to the participant only 100 were returned while 25 were not returned. The study was analyzed using of tables and percentage while the three hypotheses were tested with the aid of ANOVA. The result from the research shows that employee participation in decision making has positive effect on organizational performance. This study recommends the following; Organizations are encourage to design their firm in such a way that it will boot free flow of decision making in their organization an gives room for full involvement of their employee to participate and create efficiency on organizational decision making process. Again, Firms are advised to put more mechanisms that will encourage their employees to come up with better innovative ways of achieving and promoting organizational performance, and also Firms are commended to improve the level of workers involvement in decision making between

employees and employer, finally, Every firm is advised to create a straightforward understanding and notion of the concept of participative decision making to avoid conflicts of interest among the employees and the employer.

Okiomah, (2020) examined the relationship between participatory management and organizational performance of manufacturing firms in Rivers State, Nigeria. Cross sectional research design was adopted in studying fifteen (15) of these firms. We included all levels of employees to constitute our respondents constituting the population of the study. From the field survey, one hundred and eighty three (183) copies of questionnaire were retrieved and analyzed from the participants; Spearman's rank correlation coefficient statistical tool was used to determine the relationship existing between the variables while the p-value obtained were used to test hypotheses developed for the study. Findings revealed the existence of significant relationship between the dimensions of participatory management namely; decision domain, degree of participation and structure, and organizational performance. It was then concluded that practices directed at enhancing levels of participation of subordinates in the decision making process should be encouraged in the organization as this will ultimately enhance the performance of workers thus leading to positive organizational outcomes. This gave rise to our recommendations for the manufacturing firms and other business organizations operating in this era of heightened competitiveness; that they should strive to involve every organizational member in the decision making even in strategic matters as each has vital input to lend and that way a sense of belonging is built in the workers to motivate them remain productive and contribute without restraints to the attainment of organizational goals and objectives.

Ugwu, Chimaobi and Nnaji-ihedinmah (2020) examined participatory management and employee satisfaction in Afam Power Holding Plc in Port Harcourt, Nigeria. The study adopted correlation survey method to explore the relationship between the dependent and independent variables. The total population of the study comprised of 125 people. The study adopted purposive non-probability sampling method in the distribution of the questionnaire. Out of 125 questionnaires administered to the participant, only 106 were filled and returned, while the remaining 19 were not returned and used for the study. The study hypotheses were tested and analyzed using Pearson Correction techniques to generate study result. The findings revealed that there exists a significant positive relationship between organizational structure and employee motivation. The study recommends organization to reinvent their strategy and adopt an organic structure which is more flexible to promote creativity and innovation in the workplace.

Oyo-Ita, Worlu and Udoh (2020) examined the impact of participatory management on employee productivity in selected banks in Lagos State. The central objective of the study is to examine the significant relationship between participatory management and employees' productivity. A survey research design was employed for the study. The sample for the study comprised 220 staff from some selected banks. Regression analysis was used to measure the



relationship between the independent variables and the dependent variables. SPSS was also adopted for the research in testing the research hypotheses. The results of the findings showed that there is a positive relationship between participatory management and employees' productivity. The study concludes that participatory management has the ability to align employees with the system of the organization which will result in productivity in the organization. Based on the results, the study recommended that organizations should increase the intensity of involving employees in the decision making process for goals to be achieved faster and employees should be carried along in the strategic plans of organizations for better profitability.

Ezeanolue and Ezeanyim, (2020) examined the influence of employee participation in decision making and organizational productivity in selected manufacturing firms in South-East, Nigeria. The study aimed to determine the influence of employee consultation, employee involvement, employee delegation, on organizational productivity. Relevant theoretical and empirical literatures were examined. This study was anchored on Democratic Participatory Theory. Survey design was adopted. The study was carried out in South-East, Nigeria. The population of the study consisted of 2416 employees of the selected manufacturing firms South-East. The statistical formula devised by Borg and Gall (1973) was employed to determine the sample size of 470. The instrument used for the study was questionnaire. Face and content validity was adopted while, test re-test and Cronbach Alpha method was carried out to achieve reliability of instruments. Simple percentage analysis was employed to answer the research questions. Linear regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. The result shows that employees' consultation, employees' involvement and employee delegation had a significant positive effect on organizational productivity in manufacturing Firms South-East, Nigeria. The study concluded that employee participation on decision had a positive significant effect on organizational productivity. The study recommends among others that employees should be allowed to make contribution in policy development as they play a major role in policy implementation and this among others will increase organizational productivity through employee delegation

Zang Abba and Hamid, (2020) investigated employee participation in decision making as a motivational factor for building high performance in the organization. Data were generated by means of a Five (5) points modified Likert scale, questionnaires; distributed to 120 employees of three (3) manufacturing companies in Nigeria. Responses from the survey were statistically analyzed using multiple regression analysis and statistics of percentages to answer the research questions; and correlation coefficient and multiple regression analysis to verify the assertions of the hypotheses. The results of the study indicated a statistically substantial relationship between employee involvement in decision making and motivation for high performance in the workplace. The study concludes that management should identify the circles of decisions:

(Forms, Stages and Levels); determine the scope of employee involvement, and encourage employees in participative management to enhance organizational performance.

## **METHODOLOGY**

### **Research Design**

The study used descriptive survey research design. This approach helps to answer the question “what exists?” The merit of this method includes: the ability to get wide scope information about a substantial population, the opportunity to approach real situation as it is and the advancement of empirical study beyond description (Frankel & Wallen, 2000). The justification for adopting the survey research design is because it scientifically explicates phenomena and their relationships in an actual environment with a specified time. The survey research design depends on sample of respondents drawn from the population and a considered representative of the population.

### **Sources of Data:**

The techniques to be adopted by the researcher were a function of the objectives of the study and the amount of resources at his disposal. In this research, primary data and secondary collection method were used for the purpose of collecting and retrieving information in this study.

**Primary sources of data** – To be used by the researcher to generate data directly from respondents without relying on pre-existing data sources. The primary source of data use in this study to generate mainly with the aid of a structured questionnaire administered to respondents.

**Secondary sources of data** - This involves the collection of already existing data or historical data. Examples include; government gazettes, government edicts, annual statistics, historical archives, extracts, periodicals, journals, newspapers, magazines, legal directives, official press-release, radio and television extracts, etc.

### **Population of the Study.**

The population of interest therefore comprised all Agro entrepreneurial firms in Anambra state. However, the total Number of staff in that organization is 2244. This population figure was derived from human resources department of the agro firms.

### **Sample size determination**

Given the nature of this study, it was difficult to cover the entire population of (2244), so a fair representative sample of the population therefore was imperative. Accordingly, the sample size for the study was determined by using the Borg & Gall (1973) formular for calculating sample size as follows

$$n = (1.960)^2 (0.05) [2244]$$

$$n = (1.960)^2 (0.05) [2244]$$

$$\begin{aligned} n &= (3.8461) (112.2) \\ &= 431.532 \quad \Longrightarrow \quad 431.53 \\ n &= 432 \end{aligned}$$

### **Instrument for Data Collection**

Questionnaire was used to collect the data for this study. The survey instruments were arranged on issue-based structured pattern that have sub-elements of the stated research question, in other to ensure completeness, avoid non-response bias and obtain maximum support from staff of agro-firms in Anambra state. Five points likert scale will be adopted to elicit the response for data analysis and the questions are close-ended in pattern. The scale is 5(Strongly Agree), 4(Agree), 3(Undecided), 2(Disagree) 1(Strongly Disagree).

This scale was adopted because it allows the measurement of intensity of respondents answer when compared to multiple choice responses. The instrument used in this study will divided into two sections, with the first section designed to get the demographic information of individual respondents, while the second section will delve into questions that will help to operationalize and measure the independent variable and dependent variable.

### **Method of Data Analysis**

Statistics such as frequency count and percentages were used in the analysis of personal characteristics while research analysis and hypotheses will be tested using Multiple Regression Analysis (MRA). The research hypotheses will be tested at 0.05% level of significance. Analyses were carried out with the aid of Statistical Package of Social Science (SPSS).

### **Model Specification.**

Model specification is an approach is to modify the model by specifying a multiple regression equation made up of firm performance as a function of the talent management. As a result, the model is specified below,

$$EP = f (DEP, CEP, REP, EOP)$$

Where

EP = Employee productivity

DEP = Direct employee participation

CEP= Consultative employee participation

REP= Representative employee participation

EOP= Employee ownership participation

f=Functional Notation

The above equation can be put in an econometric form as;

$$EP = b_0 + b_1 DEP + b_2 CEP + b_3 REP + b_4 EOP + \mu$$

Where;

$b_0$  = Autonomous or intercept

$b_1$	=	Coefficient of parameter DEP
$b_2$	=	Coefficient of parameter CEP
$b_3$	=	Coefficient of parameter REP
$b_4$	=	Coefficient of parameter EOP
$\mu$	=	Stochastic variable or error term

## PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

In the previous chapter, the research methodology was handled indicating that the research design was a combination of a survey, oral interview and model modification. In this Chapter, the data presentation, analysis and model solution are to be handled. Data is a representation of facts, observations and occurrences. It is also the input of the statistical and data processing systems. Four hundred and thirty-two (432) were administered among the students of selected institution However; Three hundred and twenty-three (323) copies of questionnaire were retrieved.

**Table 4.1: Respondents' Demographic Variables**

### 4.1.1 What is your gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	197	54.3	61.0	61.0
	FEMALE	126	34.7	39.0	100.0
	Total	323	89.0	100.0	

*Source: SPSS Version 21, 2023*

The above table reveals that the one hundred and ninety-seven (197) of the respondents which represents 61% were male respondents, while one hundred and twenty-six (126) respondents which represent 39% were female respondents. By implication, male respondents were more than female respondents by 22% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

### 4.1.2 What is your marital status?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	243	66.9	75.2	75.2
	SINGLE	49	13.5	15.2	90.4
	DIVORCED	9	2.5	2.8	93.2
	WIDOWED	22	6.1	6.8	100.0
	Total	323	89.0	100.0	

*Source: SPSS Version 21, 2023*

The above table reveals that the two hundred and forty-three (243) of the respondents which represents 75.2% were married, while forty-nine (49) respondents which represent 15.2% were single. Again, nine (9) of the respondents which represents 2.8% were divorced and lastly, twenty of the respondents which represent 6.8% were Widowed in our selected population sample for this study. The implication of this is to enable us to know the number of married, single, divorced and widowed respondents that successfully returned their questionnaire.

#### 4.1.3 Could you please tell us your age category?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	105	28.9	32.5	32.5
	26-33	102	28.1	31.6	64.1
	34-40	50	13.8	15.5	79.6
	41-50	48	13.2	14.9	94.4
	51-ABOVE	18	5.0	5.6	100.0
	Total	323	89.0	100.0	

*Source: SPSS Version 21, 2023*

The table above shows that respondents whose age bracket falls between 18-25 yrs were one hundred and five (105) which represent 32.5 percent. This is followed by those with age bracket of 26-33 years with one hundred and two (102) which represents 31.6%. Also those within age bracket of 34-40yrs were fifty (50) which represents 15.5%. This is followed by those with age bracket of 41-50 years with forty-eight (48) which represents 14.9%. Lastly, those with age bracket of 50-above with eighteen respondents which represent 5.6%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

#### 4.1.4 Level of Management?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TOP MGT	243	64.5	75.2	72.4
	MIDDLE MGT	17	4.7	5.3	77.7
	LOWER MGT	46	12.7	14.2	92.0
	OPERATIVES	17	4.7	5.3	100.0
	Total	323	89.0	100.0	

*Source: SPSS Version 21, 2023*

The above table reveals that the two hundred and forty-three (243) of the respondents which represents 75.2% were top management staffs, while seventeen (17) respondents which represent 5.3% were middle management staff. Again forty-six (46) respondents which represent 14.2% were lower management staffs. Lastly, seventeen (17) respondents which represent 5.3% were operatives. By implication, senior staffs were more than other staff levels in our selected

population sample for this study. The implication of this is to enable us to know the category of the respondents that successfully returned their questionnaires.

### Multiple Regression Analysis

The result of the multiple regression analysis is presented in the tables below.

#### Presentation of Regression Result

**Table 4.2.1 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.149	5	6.287	0.453	.000 <sup>b</sup>
	Residual	51.656	333	.155		
	Total	76.805	338			

a. Dependent Variable: EP

b. Predictors: (Constant), EOP, CEP, DEP, REP

**Table 4.2.2 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.551	.153		10.111	.000	1.249	1.853
	DEP	.279	.036	0.364	7.761	.000	.150	.208
	CEP	.190	.031	0.296	6.112	.000	.129	.251
	REP	.058	.021	0.145	2.836	.005	.099	.120
	EOP	.030	.024	0.063	1.267	.077	-.077	.017

a. Dependent Variable: EP

b. Predictors: (Constant) DEP, CEP, REP, EOP

**TABLE 4.2.3 Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. Change	
1	.0572	.0327	.619	.39386	.327	0.453	5	333	.000	1.758

a. Predictors: (Constant), EOP, CEP, DEP, REP

b. Dependent Variable: EP

### Interpretation of the Result

The Coefficient of determination ( $\beta$ ) otherwise known as the goodness of fit explains the percentages, proportion or total amount of variations in the dependent variables as a result of changes in the independent variables included in the model. This portrays the usefulness or rather the significance of the regression. The closer its values are to 1 the better the fit since the value is usually 0-1.

From our regression result,  $R^2$  is 32.7%. This implies that the independent variables can explain about 32.7% of the variable in the dependent variable, leaving the remaining 67.3% which would be accounted for by other variable outside the model.

**The F- statistics:** This is used to test for the overall significant of the model. . From the result in table 4.2.1 above, our computed value of F- statistics are 0.453, while the probability is 0.000000. Since the probability of the F- statistics in the computed output is less than the desired 0.05 level of significance, we accept and state that there is a significant relationship between the variable of the estimate and that of the dependent variable

**A’p priori Criteria:** This is determined by the existing business theories; it also indicates the signs and magnitude of the business parameter under review. In table 4.2.2 above, we found out that Direct Employee Participation(DEP) has a positive sign given its value as 0.279; this implies that a unit increase in Direct Employee participation(DEP) increases the firm performance by 27.9%, this conform to the a’ priori expectation. Consultative Employee participation (CEP) has a positive sign and its value is 0.190; this implies that a unit increase in Consultative employee participation (CEP) increases the firm performance by 19%, this also conforms to theoretical expectations. Representative Employee participation(REP) has a positive sign and its value as 0.058; this implies that a unit increases in Representative Employee participation(REP) increase the firm performance by 5.8%; this conforms to a’ priori expectation. Lastly it was observed that Employee Ownership participation (EOP) has positive sign and its value as 0.030, this implies that a unit increase in Employee Ownership participation increases firm performance by 3% in Anambra state.

**T- Statistics:** This is carried out to measure the significance of individual explanatory variables in the model that is to find out the significant influence of explanatory variables on the dependent variables at chosen level of significance. It was discovered that direct employee participation is statistically significant at 5% level, it is highest among all (7.761), and this implies that it contributes significantly to firm performance.

Consultative Employee participation (CEP) is positively significant at 5% level. This implies that it is one of the determining factors of firm performance as it contributes positively to agro-firm performance in Anambra state. Representative Employee participation is also positively significant but Employee Ownership participation has no significant impact on agro-entrepreneurship firms in Anambra state

**Test for autocorrelation:** This is used test whether errors corresponding to different observation are uncorrelated. If the value of the durbin-watson from the regression result is close to 2 no autocorrelation in that regression result, but if it deviates significantly then there is

autocorrelation. The Durbin-Watson statistic (D.W) of 2 reveals no autocorrelation in the models. Hence, the result is good for business analysis because the Durbin Watson result is 1.758

### **Hypotheses Testing**

#### **Hypothesis One**

Ho: There is no significant relationship between direct employee participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state

#### **Interpretation:**

Drawing inference from our regression result in table 4.2.2 above, the analysis showed that the t-value of direct employees' participation (DEP) is 7.761, which is more than 1.645 while its probability is 0.000 less than  $p < 0.05$  level of significance and at the 95% level of confidence intervals: (lower bound=0.150, upper bound=0.208) which does not straddle the zero in between with which the researcher worked with. Thus, we reject the null hypothesis ( $H_0$ ) and accept the alternate hypothesis ( $H_1$ ) which said that "there is a significant positive relationship between direct employees' participation and employee productivity of agro-entrepreneurship firms in Anambra state

#### **Hypothesis Two:**

Ho: There is no significant relationship between consultative employees' participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state

#### **Interpretation:**

From table 4.2.2, Consultative employees' participation (CEP) in effective decision making has shown a statistically positive significant relationship on employee productivity of agro-entrepreneurship firms in Anambra state with t- value = 6.112 which is more than 1.645; with  $P=0.000$  less than  $P < 0.05$  level of significance. The 95% level of confidence intervals: (Lower bound=0.129, upper bound= (0.251) which does not straddle zero (0) in between with which the researcher worked with. Thus, we accept the alternate hypothesis ( $H_1$ ) and reject the null hypothesis ( $H_{0s}$ ) which implies that "there is a significant positive relationship between consultative employees' participation and employee productivity of agro-entrepreneurship firms in Anambra state

#### **Hypothesis Three**

Ho: There is no significant relationship between representative employees' participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state



**Interpretation:**

Drawing inference from the regression result table 4.2.2 above, the findings showed that t-value of representative employees' participation (REP) is 2.836 which is more than 1.645; with  $P=0.000$ , which is less than  $P<0.05$  level of significance and at the 95% level of confidence intervals: (lower bound=0.099, upper bound=0.120) which means zero (0) did not lie within the confidence interval level with which the researcher worked with. Based on the above findings, we accept ( $H_1$ ) and reject  $H_0$ ) which statistically suggested that there is significant relationship between representative employees' participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state

**Hypothesis Four**

Ho: There is no significant relationship between employee ownership participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state.

**Interpretation:**

Drawing inference from our regression result in table 4.2.2 above, the findings showed that the t-value of employee ownership participation (EOP) is 1.267, which is less than 1.645, with  $P=0.077$  which is more than  $P<0.05$  level of significance and at 95% level of confidence intervals: (lower bound=  $-0.077$ , upper bound=0.017) which means zero lies within the confidence interval with which the researcher worked. Based on the findings from the result, we reject the alternate hypothesis ( $H_1$ ) and accept the null hypothesis ( $H_0$ ) which stated that there is no significant relationship between employee ownership participation (EOP) in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state

**DISCUSSION OF THE FINDINGS**

To examine the degree of relationship between direct employees participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state. The findings revealed that there is significant relationship between direct employees' participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state. It was noted earlier in this work that for an employee to involve in decision making in an organization, he or she must possess the contributing capacity and zeal which is enhanced through education and training and as such these investment is reaped in increased organizational performance. The result revealed that the outcome worth it and the time spent in trying to get the views of the employee's yielded positive outcome. The finding is in line with the work of Farooq, Faroop and Reynaud (2019) who found out that there is significant positive relationship between direct employees' participation in effective decision making.

To examine the direct effect of consultative employee' participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state. The study found out

that there is significant relationship between consultative employees' participation in effective decision making and performance of employee productivity of agro-entrepreneurship firms in Anambra state. Data analyzed in the light of this showed that workers involvement in decision making have a significant influence on organizational performance. The finding is in line with the study of Issifu and Shafiwu (2014) who found out that there is significant positive relationship between consultative employees' participation and employee productivity.

To assess the extent of relationship between representative employee' participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state.

The study found out that there is significant relationship between Representative employees' participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state. The finding is in line with the work of Dede, (2019) who examined the relationship between employee participation in decision making and organizational productivity among staff in Cross River State Board of Internal Revenue, Calabar. Finding from the study indicated that when employees participate in decision making implementation becomes easy, and creates a good working environment, increases commitment and satisfaction on decisions taken and also increases employee's moral since the feel recognized and as part of the team in the organization and the direct consequence of all this improved productivity.

To determine the relationship between employee ownership participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state. The study found out there is no significant relationship between employee ownership participation in effective decision making and employee productivity of agro-entrepreneurship firms in Anambra state. This result could be attributed to the diverse views on the levels of workers participation. This could arise from what Damachi 1998 in Ezennaya (2011) referred to as determinants of employees' ownership participation. These are the situational and the human factors. "The situational factors include the autonomy of the enterprise, technological factors, and the size of the enterprise and the organizational structure of the enterprise. The human factors consist of employees' attitudes and objectives in relation to participation and employees perceived power and capacities to participate.

## **SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS**

### **Summary of Findings**

Having conducted an empirical examination on the effect of participative management and employee productivity in agro-entrepreneurship firms in Anambra state, the study has the following findings;

- i. There is significant relationship between direct employees' participation in effective decision making and employee productivity in agro-entrepreneurship firms in Anambra state ( $t=7.761$   $p=0.00$ ).

- ii. There is significant relationship between consultative employees' participation in effective decision making and employee productivity in agro-entrepreneurship firms in Anambra state (t-6.112 p-0.00).
- iii. There is significant relationship between Representative employees' participation in effective decision making and employee productivity in agro-entrepreneurship firms in Anambra state (t-2.836 p-0.00).
- iv. There is no significant relationship between employee ownership participation in effective decision making and employee productivity in agro-entrepreneurship firms in Anambra state (t-1.267 p-0.77).

### **Conclusion**

Agro-entrepreneurship firms all over the world play vital roles in the growth and development of the economy. It is believed that the effectiveness and efficiency in performing these roles may inter-alia depend largely on employee involvement in decision-making of the firms. However, the study concludes that employee participation in decision making has significant relationship with organizational performance.

### **Recommendations**

Based on the findings, the study recommends that automotive components firms should improve on participatory management in the following ways:

The dimension and scope to which employee participate in organization sensitive issues should be deepened so as to attracts employee trust and commitment.

Monthly or quarterly meetings and consultations with subordinates on crucial issues will stimulate employee morale and promote self motivation as they will feel recognized and valued in the organization. This will be achieved through open and effective communication between the management and subordinates.

Staff or Union representatives should be made members at the highest decision making body of the organization. This will create a feeling of inclusiveness among the subordinates and minimize the chances of resisting any change that may be introduced at that level

To encourage participatory effort, managers should create a sense of self-belief and self esteem in employees, paying attention to career development, creating a shared vision and establishing mutual trust among employees.

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